Building Relationships Between the OR and Central Sterile

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Objectives

1. Discuss teambuilding techniques
2. Identify barriers to communication
3. Describe change processes
Why Did I Choose This Topic

- Collaboration
- OR culture - very diverse
- Past experiences
- New role
- Major focus on RME and instrument processing by FDA and others
- The OR is high tech, fast paced environment
- In order to succeed we must work together
- Values and ethics must not be forgotten
Why Did I Choose This Topic

- Increased attention in the Media; VA Dental and Endo, as well as surveying organizations; Joint Commission “Deep Dive”, CMS in ASCs.
- Today Show 2/12
Current Events

- Lachine Hospital – Montreal: 2012-2014, bloodborne-liver retractor


- Melrose – Wakefield Hospital MA: 8/14 OSHA complaint made about exposure to bloodborne pathogens; sharps going to CS, instruments not wiped down and disassembled before going to CS, contaminated instruments transported in open or loosely covered basins
Joint Commission [JC] Quick Safety Alert

- May 2014
- I.C.02.02.01 accredited organizations must reduce the risk of infections associated with medical equipment, devices and supplies
- 2013 **noncompliance** rate;
  - Hospital 46%
  - Critical Access Hospital 47%
  - Ambulatory care 38%
  - OBS 29%
Today’s CSSD Requires

- Departmental policies and procedures based on AAMI
- Adequate pool of employees
- Education, training, certification
- SOPs
- Competencies
- IFUs
- Loaner equipment
- Adequate space
- Enough instrumentation
- Unlimited budget
- Appropriate supplies
- Up-to-date equipment
- Continuing education
- No distractions
- Super human employees
- Systems thinking
Issues

- HAI
- The instruments that just keep coming
- Best Practices that are not always followed
- Loaner pans
- Team members that don’t always follow the rules
- Equipment malfunctions
- Lisa Huber “Sterilization is a crap shoot”
So Why Do We Need Teams?
Teams are a group of people working together to accomplish specific goals.
Perioperative Services

- The Operating Room [OR] is a Team Environment and caring for each surgical patient is a Team Sport
- The OR hierarchy gets in the way of the team
- Central Sterile Supply Department [CSSD] is a critical part of the Team
- Periop Committee is a leadership team
Team Characteristics

- Common goals
- Interdependence
- Cooperation
- Coordination of efforts
- Division of efforts - divide and conquer
- Shared language
Task Focus

- **Formal** - what to do, how to do it
- **Informal** - feelings, interpersonal
Value of Teams

- Improved quality, productivity and service
- Greater flexibility
- Faster response to technology
- Increased job satisfaction
- Better response to new employee values
- Ability to train and attract best people
Teams Result In

- Greater productivity
- Increased communication
- Do the work that ordinary people can not
- Better use of resources
- More creative and more efficient
- Higher quality decisions
- Improved process
Teams Do Not Work If..

- Mismatched Needs
- Confused Goals
- Personality Conflicts- Negative discussion about others
- Anti Team Culture- Holding back information
- Lack of Team Trust- Setting up others
- Unwillingness to Change
Stages of Team Development

- Forming
- Storming
- Norming
- Performing
- Transforming
Never doubt that a small group of thoughtful committed people can change the world. Indeed it is the only thing that ever has.

Margaret Mead
Communication
Communication

- Communis (common)

- Unionis (union)
Why Communicate:

- To Give and Receive Information
- To Provide Understanding or Acquire It
- To Set in Motion a Plan or Affirm Directions To Initiate a Plan
- To Persuade, Change, Modify Behavior, in Self and Others
- Positive outcomes for patients
What is Communication:

- Visual 55%
- Vocal 38%
- Verbal 7%
Factors Affecting Communication

- Perception
- Tone of Voice and Inflections - it’s not what we say but how we say it
- Semantics and Right Words
- Emotions
Communication Pitfalls

- Advice Giving
- Making Others Wrong
- Defensiveness
- Judging The Other Person
Pitfalls Continued

- Patronizing
- Giving False Reassurances
- Asking Why Questions
- Blaming Others
Benefits of Communication:

- Leads to greater influence and collective power
- Team is more productive
- Higher level of competency in skills and abilities
- Accomplishes a great deal when done well
- There is clarity and accuracy
Guidelines for Communication

- Approach each interaction as though other person has no knowledge of effective communication.

- Share your thoughts and feelings. Be self-revealing.

- Use casual conversation.

- Acknowledge, praise and encourage
Guidelines Continued:

- Present messages in a way that the other person can receive them

- When you have an issue or problem with the other person, take responsibility for the problem and speak as if it were your problem.
Guidelines Continued

- Suspend judgment.
- Be sensitive to others.
- Listen between the lines.
- Listen with your eyes.
Active Listening

- Slow down and seek data
- Seek more information, less interpretation
- Be patient
- Suspend your own beliefs and preconceptions
- Diversity
- First understand, than be understood
Final Communication Suggestions:

- Clarify ideas before communicating
- Examine true purpose
- Consider the setting
- Consider your non-verbals
- Communicate something helpful to the receiver
- Follow up on communication
- Be sure your actions support your communication
Conflict

- Stress and anonymity are 2 factors in the Periop environment that promote incivility

- Team members must learn early in their training to be civil......

- Playing well in the sandbox

- Simulation Training
Conflict can come from negotiation-back and forth communication-to reach agreement
Whenever you are in conflict with someone, there is one factor that can make a difference between damaging your relationship and deepening it. That factor is attitude!

William Jones
Conflict Resolution Modes

- Avoiding
- Accommodating
- Competing
- Compromising
- Collaborating
Compromise supports a balance of power between self and others in the workplace.
To Reach Agreement

- Figure out the other's interest, put yourself in their shoes, and understand how they think

- Expand the pie instead of divvying up the pie

- Identify your best alternative to negotiate
Separate the People From the Problem

- Negotiators are people first
- Separate the relationships from the substance
- Put yourself in their shoes
- Do not deduce their intentions from your fears
- Do not blame them for your problems
Separate the People Continued

- Discuss each other’s perceptions
- Look for opportunities to act inconsistently with their perceptions
- Give them a stake in the outcome by making sure they participate in the process
- Make your proposals consistent with their values
Invent Options For Mutual Gain

- Diagnosis the problem
- Analyze the options
- Identify the approaches
- Choose actions
To be seen as a honest person, you must behave as a honest person.
Lean Six Sigma

- Define
- Measure
- Analyze
- Improve
- Control

- Example Case - Perioperative Efficiency
Certification
Professional certification is an earned credential that demonstrates the individual’s specialized knowledge, skills and experience. After meeting defined eligibility criteria, the candidate takes a national rigorous examination. With passing of the examination and successful acceptance of their application, he/she can use the credentials of certification.
Why should I become certified?

- Certified?
- Preparing for Certification?
- In school?
Benefits of Professional Certification

• Personal validation
• Validates knowledge of your specialty to your peers and colleagues

*In a survey of more than 11,000 certified and non-certified nurses conducted by the Am Board of Nursing Specialties, more 90% agreed that certification validates professional credibility and clinical competence. More than 80% agreed it promotes recognition among peers.*

• Membership in professional associations is strong for SPD professionals – IAHCSMM and CBSPD
Current State of Mandatory Certification

- New Jersey requires it
- NY - signed by the Governor in Aug 2013 - goes into effect 1/15
• 3 in 4 Americans in one study said they would select a hospital that employs a high percentage of certified nurses
• Assists with Magnet accreditation
• Promotes recruitment and retention
• Education and certification pay off financially
• In 2010 and 2011, 95% of CS professionals felt that respect for the profession was their major issue followed by education and certification
Use of Contact Hours

- Prove clinical competence for re-certification
- Substantiate continuing clinical knowledge-annual appraisal, justification for advancement on clinical ladders
- Some states require contact hours for re-registration of license
- Maintaining certification requires ongoing learning-life long learning
Putting this altogether

- Teams must communicate and team members must be able to communicate and solve conflicts in order to give safe patient care.
- Culture of Safety
Future of CSSD

- Complexity of medical devices and sterilization processes will continue to rise
- Our departments will be required to do more with less

10 Things To Do To Improve Reprocessing

- The basics
- The right tools
- Multidisciplinary Committee
- Share lessons learned
- Written procedures
- Standards
- Purchasing- Include CS
- Separate CS/Stores
- Training/retraining
- Assessment
Leaders

- Inspire a shared vision
- Model the way
- Challenge the process
- Enable others to act
- Encourage the heart
- Are patient advocates
- Are advocates for their professional colleagues
President’s Messages

- Collaboration
- Diversity
- Culture/Civility
- Joining Forces
- Caring
- Heart of the OR
- Giving Back
- Organizational affiliations
Questions?

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