

## Whole Team Training Portfolio

With the spotlight focused firmly on patient safety, it is important to ensure your teams are providing the highest level of care.

AfPP are renowned for setting standards and best practice in theatres and our Training Academy can support the development of the right culture for safety within your healthcare environment.

### We can help you to:

- improve Patient Safety
- reduce the likelihood of **Never Events** occurring
- create a more cohesive theatre department

by providing you with a comprehensive tailored training programme designed specifically to enable your theatre practitioners to be the best they can be, **keeping your trust out of the spotlight...**

- **Accountability and Responsibility**
- **Human Factors**
- **Leadership**
- **Patient Safety**
- **Practical Sessions**
  - *Team Building*
  - *The Surgical Count*
  - *WHO Checklist*



## AfPP Suite of Learning

The Association for Perioperative Practice (AfPP) is a professional organisation providing training and development within the perioperative environment and is renowned for setting standards within this clinical area.

At AfPP we have the capability to deliver bespoke training to suit the needs of the theatre environment within your organisation. You can select from the modules included in our prospectus allowing you to tailor your educational needs to your team or environment. Alternatively we can deliver training to individuals to support their personal development requirements.

The modules can be brief insights into the topics or can be expanded upon to fill a full day. We can also deliver an extended 'whole team training' session to ensure that all members of a team are involved to provide an environment of support and trust, one that provides a foundation for common guidelines to ensure there is a robust safety culture embedded into departmental practices.

We have a dedicated faculty who specialise in different aspects of the curriculum. All our faculty members have been chosen by AfPP for their skills, knowledge and expertise. They work, or have worked, within the perioperative environment or within an industry that supports patient safety.

As a requirement of professional registration, all clinicians have a duty to continually update and refresh their skills and training will provide them with CPD awards to support their ongoing learning.

All training programmes detailed in the prospectus are accredited through AfPP's own robust accreditation system. During the sessions learning techniques will be developed to give delegates strategies to introduce into their clinical environment to build robust teams, to help eliminate never events, poor practice, and ensure patient safety is embedded into the team's culture.

## Case Study

### Whole Team Training

Following an announced audit by the CQC at an NHS Hospital within a Midlands Trust, AfPP was approached to provide support from a perioperative perspective. During the discussions prior to the audit it became apparent that the Trust had experienced a number of never events and AfPP made recommendations as to how they could support the Trust beyond the initial audit, through training and development of the whole team within the theatre environment; as well as how AfPP could support with standardising policy and procedure in any area where an intervention may take place.

The training was designed to include the whole team to ensure a full understanding of where processes start and finish, and why they may fail through poor communication, poor policies and standards and why team working is important in ensuring patient safety. It was agreed with the PCT and Trust that training would only have serious value if it included the whole team involved in the patient intervention.

A forward thinking Chief Executive agreed to reduce theatre output by one third for a week to allow AfPP to deliver training as outlined below. This down time gave them an opportunity to undertake theatre maintenance, deep cleaning and other routine tasks that are generally difficult to factor into a busy theatre environment.

### Initial Audit

The initial audit was followed by a document review and focus groups; the results from these informed the content for the week's training. The audit provided evidence to show that common guidelines were in place but identified that there wasn't a robust safety culture in place which was embedded into the practices of the team.

## Case Study *(continued)*

As a result of the initial research work the following areas were identified as key content for the training sessions:

- Accountability and liability
- The Checklist (brief and debrief)
- Communication – dealing with conflict/aggressive behaviour
- Clinical risk
- Effectiveness of teams

The week of learning consisted of classroom sessions supported by simulated/scenario based workshops, with just over 200 clinicians attending. A faculty of six providers, chosen by AfPP for their skills and expertise, were supplied to run the workshops with a curriculum designed to support the outcomes of the document review and focus groups.

The agenda for the day included:

- Aims and objectives
- Clinical risk
- Accountability
- Effective teams (human factors)
- Checklist
- Communications (human factors)
- Four afternoon interactive sessions



There were 40 people per day for five days. All delegates attended the classroom sessions together and then split into four groups of ten and attended each of the four workshops designed to support the classroom learning.

What the NHS Trust said about AfPP the first week after their training:

*"We have received some very positive comments from staff, surgeons and anaesthetists. One consultant said the day was excellent and he has reviewed his whole approach to the brief and the checklist with renewed vigour."*

*"One theatre team have commented on a positive improvement in another clinician's behaviour and attitude."*

*"When the CQC undertook an unannounced visit to theatres, amongst other places, and spoke to staff they commented very favourably on the training AfPP provided, so we are delighted and thank you very much. It has definitely changed practice making it safer."*

Comments from the CQC after an unannounced follow up visit after AfPP training:

***"It felt like a different organisation particularly in theatres."***

The training was evaluated each day and the response was excellent. AfPP appreciate that initial evaluation is anecdotal, observed and documented changes in practice will be the only measure available to identify whether the training has been effective.

A follow up day with the Trust took place to observe practices, and thus ensure the training loop was fully completed.

## AfPP Suite of Learning

### Training Topics

Simply choose the modules that are right for your team's needs or environment

- Accountability and Responsibility
- Human Factors
- Leadership
- Patient Safety
- Practical Sessions
  - Team Building
  - The Surgical Count
  - WHO Checklist



### Accountability and Responsibility

#### Accountability and Responsibility (2 hours)

Maximum delegates: 100

This session will provide the opportunity to understand the term accountability and how it applies to healthcare. It will provide you with the skills to be able to articulate who we are accountable to and why. We will explore the term duty of care and how this links to accountability and negligence. The session will then look at the term vicarious liability in order for delegates to develop an understanding of this term and what it means to them.

Delegation forms part of the duties of many individuals working in healthcare and this module will articulate your role in delegation and look at where responsibilities start and finish. It will demonstrate awareness in relation to protection from liability.

### Human Factors

#### Effective Teams and Effective Communication (2 hours)

Maximum delegates: 100

This session will look at effective teamwork; the sharing and maintaining of Mental Models and Situational Awareness. This session explores their importance and how they affect what we do and how they link with communication and assertion. The session will help build the confidence of the delegates and provide techniques to put the skills discussed into practice and will cover the following:

- Difficult colleagues and inappropriate behaviour; how they affect patient safety
- Understanding what may be driving these behaviours
- A transactional model (PACU) to deal with them
- Effective communication and assertion
- The emotional response to feedback (SARAH)

The session is designed to develop strength within the delegates to help them recognise that they are agents of change for the future of Healthcare.

#### Scenario Training

Scenario training is a great way of delivering training based on the issues faced at individual organisations. We can work with you to develop scenarios to meet the needs of your hospital and/or the team involved.

### Violation and Migration (2 hours)

Maximum delegates: 100

This session gives delegates an opportunity to really explore and gain an understanding of the importance of Human Factors in patient safety. The session will assist candidates in believing that they can make change happen. We will look at why we experience the migration of boundaries and why rules get broken, together with what can be learnt from large disasters in other industries.

The session will also look at difficult colleagues and inappropriate behaviour; how they affect patient safety. It will help delegates understand what may be driving these behaviours.

## Leadership

There is lots of evidence to show that effective leadership can support or affect patient outcomes. The Frances Report identified poor leadership as one of the reasons why incidents of poor practice happened at the Mid Staffordshire NHS Trust. This suite of learning is designed to support leaders (and potential leaders) in the daily management of a busy and diverse team. Investing in the education and development of healthcare individuals, both clinically and professionally, increases confidence and motivation and ultimately enhances patient care.

### Setting Smart Objectives (2 hours)

The purpose of setting objectives is to focus activities and allow assessment of progress. Objectives are generally set as part of the appraisal process and are usually linked to the organisation's business plan. This session will provide hints and tips on setting SMART objectives and will help individuals develop a review mechanism to support the ongoing development of your team.

### Change management (4 hours)

This session looks at an approach to moving individuals, teams or organisations from their current position to the desired one. It will review processes that are aimed to help stakeholders accept and embrace the changes and how to embed them into practice. We will look at basic structures and tools to support organisational change requirements. The goal will be to show how to maximise benefits and minimise impacts on workers and avoid poor outcomes.

### Delegation (2 hours)

Does delegation equal abdication? This session will delve into the art of good delegation, how the partnership between authority and responsibility are passed to another person in order for them to carry out a specific duty. It will look at accountability for outcomes and empowering others to make decisions.

It will review the differences between delegation and micromanagement and look at what constitutes good direction and review. It will review the differences between good and poor delegation and how one can either motivate or frustrate colleagues. It will take into account responsibilities for the outcome of a task.



### Decision Making (1 hour)

This session reviews the mental process that results in the selection of a course of action i.e. a decision. It will look at determining choice and how we make the right decisions. It will look at outcomes and determine whether the correct decision has been reached.

### Organisational skills (including time management) (2 hours)

Most people have to organise themselves whether it be at work or at home. This module looks at juggling conflicting requirements, ensuring you have a work/life balance and how to plan accordingly.

We will look at assigning priorities, planning skills and time management skills (including timetabling and working to deadlines). At the end of the session you will be able to use the hints, tips and suggestions to help you work in a methodical manner through prioritisation and time management both for yourself and your team.

### Effective communication (4 hours)

Communication is the activity of conveying meaningful information. It requires a sender, a message, and an intended recipient, although the receiver need not be present or aware of the sender's intent to communicate at the time. Communication requires that both parties share an area of communicative commonality. The process being complete once the receiver has understood the sender.

This session will review all types of communication; it will look at body language, verbal and non-verbal communications, how you know when your message has been understood. Within healthcare, communication can mean the difference between life and death and this session links to the non-technical aspects of patient safety. We will review the barriers to effective communication and why listening is just as important in communication.



## Patient Safety

Maximum delegates: 100

### Clinical Risk, Never Events and the effects of regulation and scrutiny (2 hours)

This session will look at this very emotive element of clinical care, one that is synonymously linked to the acute setting. It will take a look at the role of the regulators and the part they play in identifying, monitoring and reporting on these incidents. There will also be an opportunity to review the impact a Never Event can have on the environment, particularly the teams and look at some coping mechanisms for the teams. The cost of investigating a never event is extremely high but you cannot put a cost on the personal impact it has on individuals involved in a Never Event.

We will look at clinical risk systems, how they work and suggest ways of improving the systems you may have in place at your organisation. Finally we will review the statistics that identify where never events have been experienced and how to manage these incidents effectively.

### Team Building

#### Understanding our differences (2 hours)

Maximum delegates: 20

The session is designed to raise awareness about the impact of your personal style. It will help you understand how to recognise and appreciate those different to yourself. It will be an opportunity to network and 'think' with like minded people about the current key issues you are facing in the sector today. It is an interactive, informative session that will engage delegates in personal thinking about 'how you see the world'.

#### Where are we going and how do we get there? (4 hours\*)

Maximum delegates: 20

This is an interactive, highly energized session where delegates are asked to contribute their knowledge and insight into the exercise. The session will help shape the future of any organisation and assist it to unlock the potential to effectively managed business change and team growth. It is an opportunity to strengthen internal capabilities and build team dynamics.

*\* Session could be a full day depending on requirements of the hospital*

### The Count

#### Accounting for the Count – everyone's role (1 hour)

This session will showcase an effective count and when it is appropriate to undertake a count. It will highlight the role of the team in ensuring that it takes place. It will explore the language to be used and provide top tips and suggestions to help prevent error. The sessions will look at how to document a count, the errors and unintentional retentions that may happen as a result of a poor count.

It will give an opportunity to review the policy followed within your organisation and whether the policy reflects the discussions. Suggestions around visual aids for counting will be discussed and provided and hints and tips for good practice will be discussed.

### WHO Checklist

#### Patient Safety Checklist (4 hours)

Maximum delegates: 100

We are all aware of the patient safety checklist but some organisations are still struggling to embed the process of use into their daily procedures. This session will review the history of the checklist and why it was introduced, its background and the industries involved in developing a checklist to suit the requirements of healthcare.

The session will look at where we are currently, and explore why it is proving difficult to embed this tool into everyday practices. We will explore some top tips for implementation and how these tips can support audit and compliance, before exploring what audit and compliance actually means to individual practitioners.

We will take a satirical look at behaviours linked to checklist compliance through a 'how not to do it' video. This will be an interactive session that will provide the opportunity to discuss issues and behaviours within your own environment. Finally we will take a look at briefing and debriefing, discussing why this is an essential part of the checklist process and why it should be included.

## Whole Team Training

At AfPP we believe that for a culture to become embedded and in order to change clinical processes then training is necessary and this has to be aimed at whole teams in order to ensure changes to clinical customs and patient safety outcomes are achieved and also identify why team working is important to patient safety.

We have a curriculum of learning that has been developed to include non-technical skills, communication, understanding of role, accountability and responsibility and WHO checklist sessions. This classroom learning is supported by scenario sessions that explore brief and de-brief, swab count and team working.

All areas of the core curriculum can be reviewed and developed to suit the issues that may be faced by your Trust. The cost of investigating never events is extremely high for any Trust and the ongoing resource required to support the outcomes can be overwhelming. The cost involved for a dedicated programme of education compared with the costs for a whole team training session is very favorable and will in turn change the conditions within which your teams work to make the incidence of never events or poor practice less likely in the future.

## Financials

• Half day of training for up to 30 delegates	£3,000.00
• Half day training for up to 50 delegates	£4,500.00
• Half day training for up to 100 delegates	£6,000.00
• Full day training for up to 30 delegates	£6,000.00
• Full day training for up to 50 delegates	£9,000.00
• Full day training for up to 100 delegates	£12,000.00
• Full week of whole team training	£40,000.00
<i>prices dependent on delegate numbers e.g. 200 delegates over 5 days</i> All prices are +VAT.	

A half day constitutes four hours learning with a refreshment break mid morning.

A full day constitutes eight hours learning with refreshment breaks mid morning/afternoon and lunch.

All sessions will carry the relevant CPD hours.



## How do I choose?

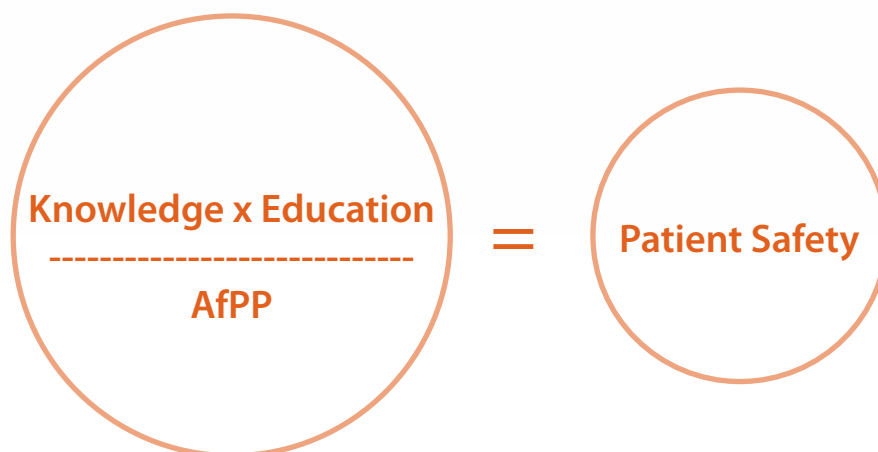
It is important for you take time to identify the needs of your department and the clinical team working within. Budget will also be a contributing factor but you can select from the different modules to choose a programme that not only meets your needs but also your budget.

Review why you are looking for training for your organisation and what promoted the need. Have you experienced incidents of poor practice? Never Events? Or do you simply want to invest in the team to empower them to speak up and speak out and develop themselves in a positive way. Once you have established why you need the training you will be able to identify the training needs and choose modules that support the ongoing development of the team.

In order for training to be embedded it is important that as many people as possible from a team attend the training. This ensures a full understanding of where processes start and finish and why they may fail through poor communication, poor policies etc., and why team working is important in ensuring patient safety. If you are still having difficulty identifying the right training for your organisation why not contact us to organise an audit and review of practices at your hospital. We will then be able to establish gaps in practice, where processes are failing and what training would be best suited to fill those gaps.

For a culture to become embedded and for the breadth of take up of the training to be enough to change the current clinical customs, the whole team need to be developed in the same way, and for this to become a sound way of working for the theatre team then as many clinicians as possible need to attend the training to ensure ownership of the new processes and ways of working.

AfPP has the expertise and credibility within the perioperative arena to deliver dedicated training and provide peace of mind that the team will receive a thorough understanding of their environment, why things go wrong and what can be put in place to ensure instances of poor patient care/safety do not happen in their environment. Through the delivery of the same course material to all theatre employees patients will be safe in the understanding that everyone has received the same message and level of learning and can challenge and question effectively without fear of reprisal.



For more information:

Please call 01423 881300 or email [events@afpp.org.uk](mailto:events@afpp.org.uk)

# Comments from the

*"We have received some very positive comments from staff, surgeons and anaesthetists. One consultant said the day was excellent and he has reviewed his whole approach to the brief and the checklist with renewed vigour."*

*"One theatre team have commented on a positive improvement in another clinician's behaviour and attitude."*

*"It felt like a different organisation"*

# *CQC and NHS Trusts*



*"When the CQC undertook an unannounced visit to theatres, amongst other places, and spoke to staff they commented very favourably on the training AfPP provided, so we are delighted and thank you very much. It has definitely changed practice making it safer."*

*particularly in theatres."*



*AfPP is helping to improve standards and reduce Never Events today so that our patients are in a safer environment tomorrow.*

The Association for Perioperative Practice  
Daisy Ayris House  
42 Freemans Way  
Harrogate  
HG3 1DH  
01423 881300  
[communications@afpp.org.uk](mailto:communications@afpp.org.uk)