

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.

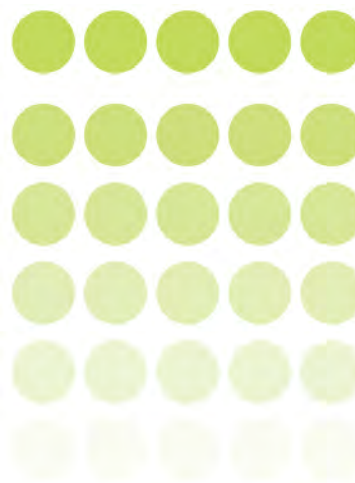
The training was designed to include the whole team to ensure a full understanding of where processes start and finish, and why they may fail through poor communication, poor policies and standards and why team working is important in ensuring **patient safety**. It was agreed with the PCT and Trust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

A forward thinking **Chief Executive** and his team 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 group; 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**. 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



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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 group.

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.”

“I’m sure we will see and feel further improvements.”

*“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.*

What the CQC said after an unannounced follow up visit:

“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 is planned with the Trust to observe practices, thus ensuring the training loop is fully completed.