



## I porcospini di Schopenhauer:

team working in PS

Fiorella Paladino  
&  
i gruppi di lavoro  
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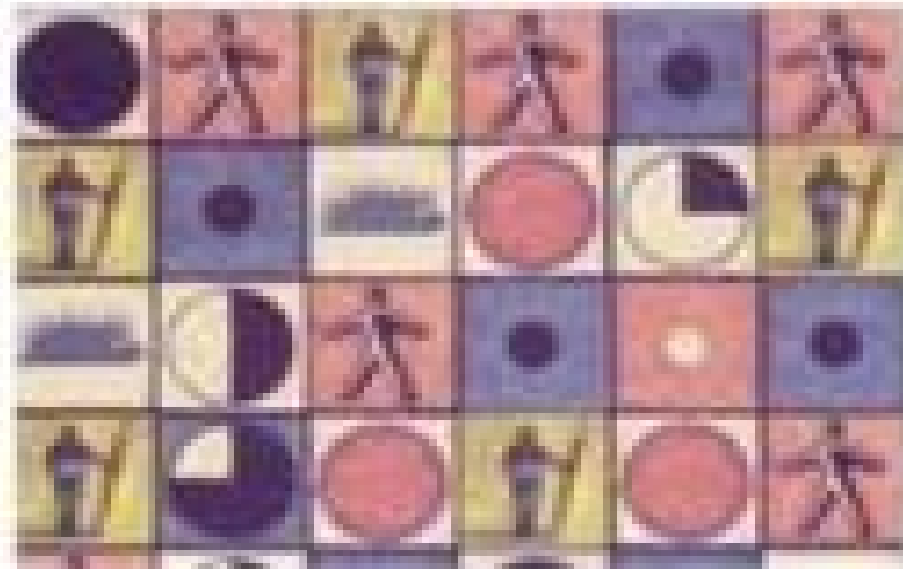


CONSIGLIO CARILA

# I PORCOSPINI DI SCHOPENHAUER

Come progettare e condurre  
un gruppo di formazione di adulti

FRANCESCO



# Anteprima

- Gestione paziente critico, team training e teamwork
- Efficacia sul campo?
- Teambuilding
- Gruppo, Gruppo di lavoro
- Il campo di gioco
- Le forze in campo

# Gestione paziente critico

Terreno operativo molto **scivoloso**  
per la sua **complessità**:

- **variabilità**      ampiezza del  
campo dei possibili eventi clinici
- **incertezza**      mutevolezza  
repentina dello scenario clinico in atto
- **fattore tempo**      decisioni rapide

# Gestione paziente critico

Strategie per ridurre l'alto rischio di errore:

- Standardizzazione dei processi clinici
- Checklists
- Information Technology
- Sistemi per sviluppare l'implementazione delle evidenze nella pratica
- Programmi di risk management
- **Teamwork/team training**

# Most Frequently Identified Root Causes of Sentinel Events Reviewed by The Joint Commission by Year

*The majority of events have multiple root causes*

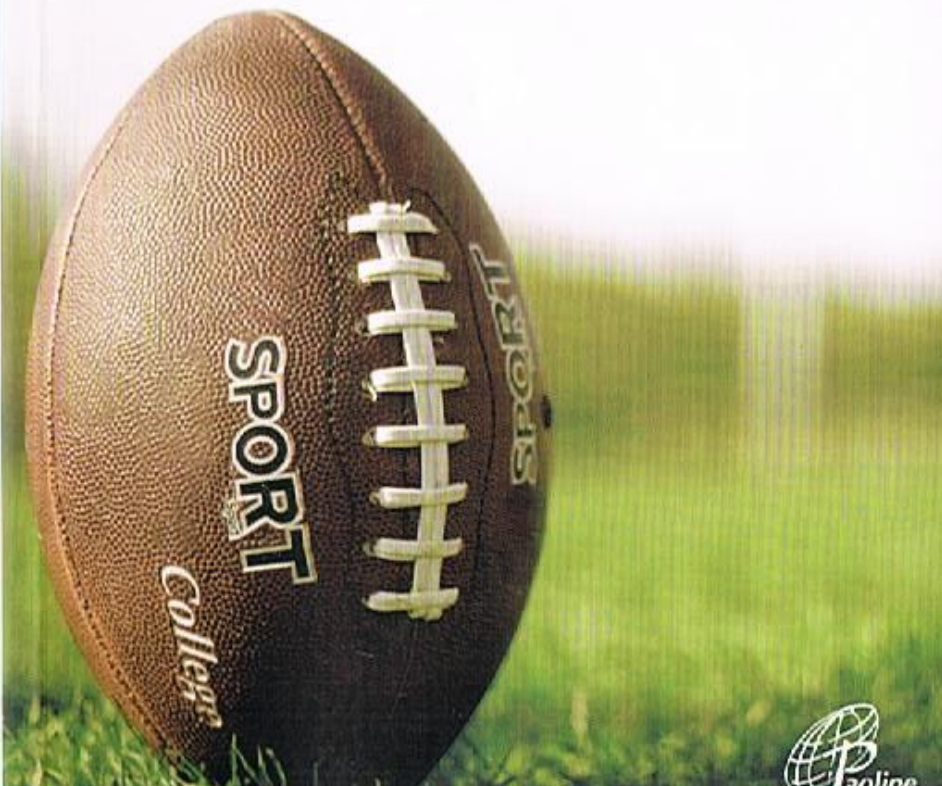
2008 (N=927 )		2009 (N=936 )		January-Third Quarter 2010 (N=664 )	
Assessment	528	Assessment	580	Assessment	325
Care Planning	93	Care Planning	131	Care Planning	80
Communication	584	Communication	590	Communication	412
Continuum of Care	111	Continuum of Care	94	Continuum of Care	60
Human Factors	519	Human Factors	599	Human Factors	385
Information Management	241	Information Management	243	Information Management	139
Leadership	584	Leadership	636	Leadership	432
Medication Use	93	Medication Use	84	Operative Care	86
Operative Care	130	Operative Care	131	No Root Cause	60
Physical Environment	213	Physical Environment	234	Physical Environment	186

*The reporting of most sentinel events to The Joint Commission is voluntary and represents only a small proportion of actual events. Therefore, these root cause data are not an epidemiologic data set and no conclusions should be drawn about the actual relative frequency of root causes or trends in root causes over time.*

RICHARD S. ASCOUGH - SANDY COTTON

# FARE SQUADRA

**Lezioni di leadership**  
dall'apostolo Paolo





# Gestione paziente critico

la performance d'emergenza è  
performance di squadra



## Teamwork

Non è l'esecuzione di un compito.  
Richiede pianificazione e gestione  
delle relazioni

# Teamwork – team training per il paziente critico...

## Efficacia dimostrata?



Health Policy

journal homepage: [www.elsevier.com/locate/healthpol](http://www.elsevier.com/locate/healthpol)



Review

### Interventions to improve team effectiveness: A systematic review

Martina Buljac-Samardzic\*, Connie M. Dekker-van Doorn,  
Jeroen D.H. van Wijngaarden, Kees P. van Wijk

*Erasmus MC, Department of Health Policy Management (IBMG), Rotterdam, The Netherlands*

#### ARTICLE INFO

*Keywords:*

Patient care teams  
Intervention studies  
Systematic review

#### ABSTRACT

*Objectives:* To review the literature on interventions to improve team effectiveness and identify their 'evidence based'-level.

*Methods:* Major data bases (PubMed, Web of Science, PsycInfo and Cochrane Library) were systematically searched for all relevant papers. Inclusion criteria were: peer-reviewed papers, published in English between January 1990 and April 2008, which present empirically based studies focussing on interventions to improve team effectiveness in health care. A data abstraction form was developed to summarize each paper. The Grading of Recommendations, Assessment, Development, and Evaluation Scale was used to assess the level of empirical evidence.

*Results:* Forty-eight papers were included in this review. Three categories of interventions were identified: training, tools, and organisational interventions. Target groups were mostly multidisciplinary teams in acute care. The majority of the studies found a positive association between the intervention and non-technical team skills. Most articles presented research with a low level of evidence. Positive results in combination with a moderate or high level of evidence were found for some specific interventions: Simulation training, Crew Resource Management training, Team-based training and projects on Continuous quality improvement.

*Conclusions:* There are only some studies available with high quality evidence on interventions to improve team effectiveness. These studies show that team training can improve the effectiveness of multidisciplinary teams in acute (hospital) care.

*Crit Care Nurs Q*

Vol. 32, No. 3, pp. 221-231

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# Teamwork

## Building Healthier Workplaces and Providing Safer Patient Care

*Paul R. Clark, MSN, MA, RN*

necessary determinants of teamwork, brief overviews of team-building programs, and examples of research programs that demonstrate how teamwork brings about healthier workplaces that are safer for patients. Teamwork programs can bring about these positive results when implemented and supported by the hospital system. **Key words:** *action research, healthy workplace, patient safety, team building, teamwork*

Luoghi di lavoro più sicuri per pazienti ed operatori

# Teamwork – team training per il paziente critico...

## Efficacia dimostrata?

*Acta Anaesthesiol Scand* 2009; 53: 143–151  
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ACTA ANAESTHESIOLOGICA SCANDINAVICA  
doi: 10.1111/j.1399-6576.2008.01717.x

*Review Article*

## Teamwork and patient safety in dynamic domains of healthcare: a review of the literature

T. MANSER

*ETH Zurich, Center for Organizational and Occupational Sciences, Zurich, Switzerland*

**Aims/Background:** This review examines current research on teamwork in highly dynamic domains of healthcare such as operating rooms, intensive care, emergency medicine, or trauma and resuscitation teams with a focus on aspects relevant to the quality and safety of patient care.

**Results:** Evidence from three main areas of research supports the relationship between teamwork and patient safety: (1) Studies investigating the factors contributing to critical incidents and adverse events have shown that teamwork plays an important role in the causation and prevention of adverse events. (2) Research focusing on healthcare providers' perceptions of teamwork demonstrated that (a) staff's perceptions of teamwork and attitudes toward safety-relevant team behavior were related to the quality and safety of patient care and (b) perceptions of teamwork and leadership style are associated with staff well-being, which may impact clinician' ability to provide safe patient care. (3) Observational studies on teamwork

behaviors related to high clinical performance have identified patterns of communication, coordination, and leadership that support effective teamwork.

**Conclusion:** In recent years, research using diverse methodological approaches has led to significant progress in team research in healthcare. The challenge for future research is to further develop and validate instruments for team performance assessment and to develop sound theoretical models of team performance in dynamic medical domains integrating evidence from all three areas of team research identified in this review. This will help to improve team training efforts and aid the design of clinical work systems supporting effective teamwork and safe patient care.

*Accepted for publication accepted 2 May 2008*

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# Gestione paziente critico

Teamwork



Team building

Aggregare persone utilizzando  
capacità personali,  
professionali e competenze  
per realizzare gli obiettivi...

Far nascere la ... "noità"

# Gruppo e Gruppo di lavoro

Gruppo: fondato sull'interazione



↓  
uguaglianze

Gruppo/team di lavoro: fondato  
sull'integrazione delle differenze

↓  
interdipendenza



# Gruppo/team di lavoro

E' il "luogo" dell'integrazione  
organizzativa e professionale



# Gruppo/team di lavoro

Il gruppo di lavoro si esprime su due piani:

- Razionale-oggettivo: "fare insieme" per un risultato atteso
- Irrazionale-simbolico: "stare insieme"

**Valorizzare le relazioni  
per produrre i risultati**



# Developing a team performance framework for the intensive care unit\*

Tom W. Reader, PhD; Rhona Flin, PhD; Kathryn Mearns, PhD; Brian H. Cuthbertson, MD, FRCA

**Objective:** There is a growing literature on the relationship between teamwork and patient outcomes in intensive care, providing new insights into the skills required for effective team performance. The purpose of this review is to consolidate the most robust findings from this research into an intensive care unit (ICU) team performance framework.

**Data Sources:** Studies investigating teamwork within the ICU using PubMed, Science Direct, and Web of Knowledge databases.

**Study Selection:** Studies investigating the relationship between aspects of teamwork and ICU outcomes, or studies testing factors that are found to influence team working in the ICU.

**Data Extraction:** Teamwork behaviors associated with patient or staff-related outcomes in the ICU were identified.

**Data Synthesis:** Teamwork behaviors were grouped according to the team process categories of “team communication,” “team

leadership,” “team coordination,” and “team decision making.” A prototype framework explaining the team performance in the ICU was developed using these categories. The purpose of the framework is to consolidate the existing ICU teamwork literature and to guide the development and testing of interventions for improving teamwork.

**Conclusions:** Effective teamwork is shown as crucial for providing optimal patient care in the ICU. In particular, team leadership seems vital for guiding the way in which ICU team members interact and coordinate with others. (Crit Care Med 2009; 37: 1787–1793)

**Key Words:** intensive care unit; teamwork; team performance framework; training interventions; patient safety; leadership

Gerarchia

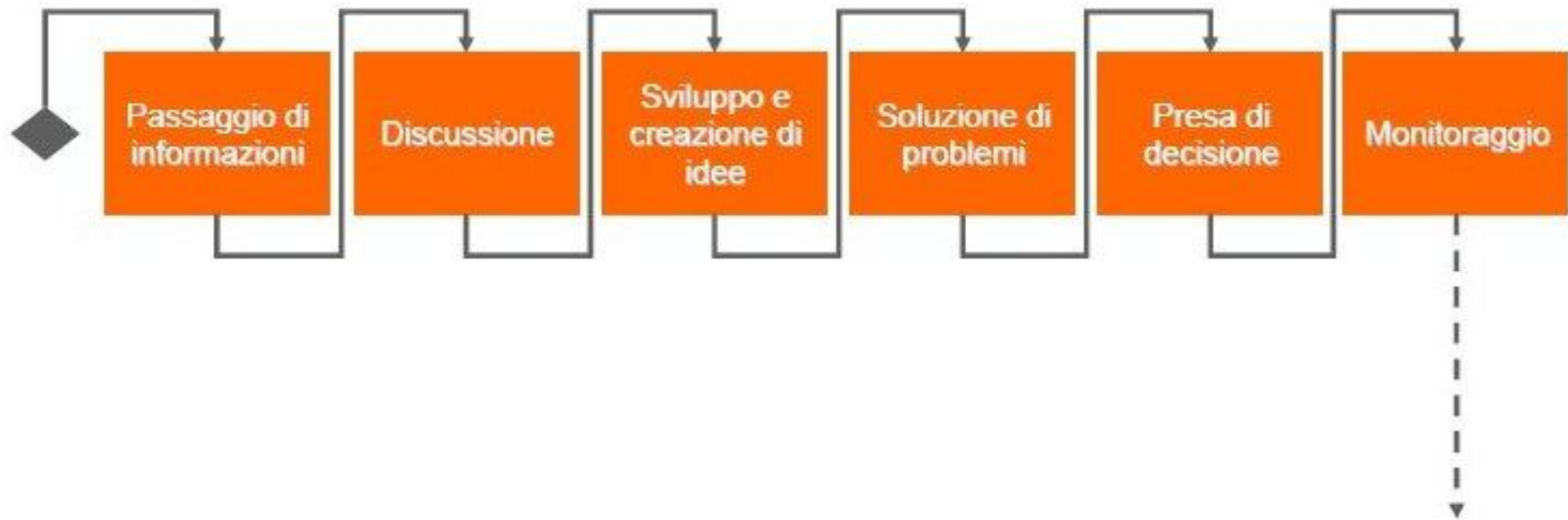
Ruoli

Norme

Conoscenze

# Gruppo/team di lavoro

Quali compiti?



Quali regole del gioco?

## Il campo di gioco...



## Le forze in campo...

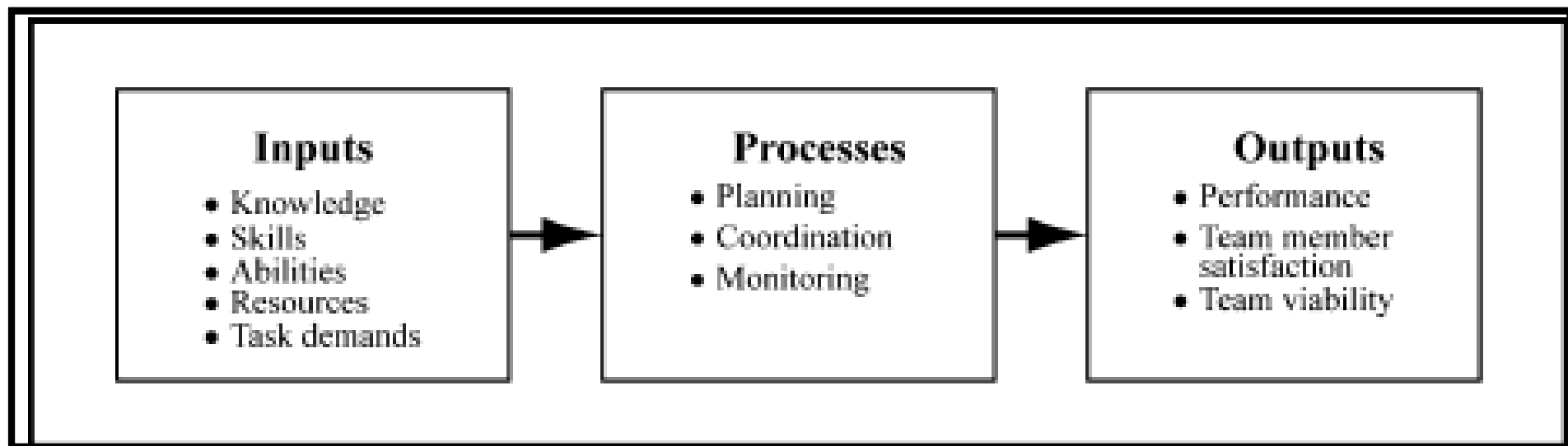


# Toward a Definition of Teamwork in Emergency Medicine

Rosemarie Fernandez, MD, Steve W. J. Kozlowski, PhD, Marc J. Shapiro, MD, Eduardo Salas, PhD

ACADEMIC EMERGENCY MEDICINE 2008; 15:1104–1112 © 2008 by the Society for Academic Emergency Medicine

“The Science of Simulation in Healthcare,” a subset of the group expertise and group assessment breakout sections identified evidence-based recommendations for an emergency medicine (EM) team taxonomy and performance model. This material was disseminated within the morning session and was discussed both during breakout sessions and via online messaging. Below we present a well-defined, well-described taxonomy that will help guide design, implementation, and assessment of simulation-based team training programs.



## EM Team Taxonomy

### Planning processes

Mission analysis

Goal specification

Strategy formulation **Piano B**

### Action processes

Monitoring progress toward goals

Systems monitoring and adaptation

Back-up behavior

Coordination

**anticipazione delle necessità  
sequenza e timing delle attività**

### Reflection processes

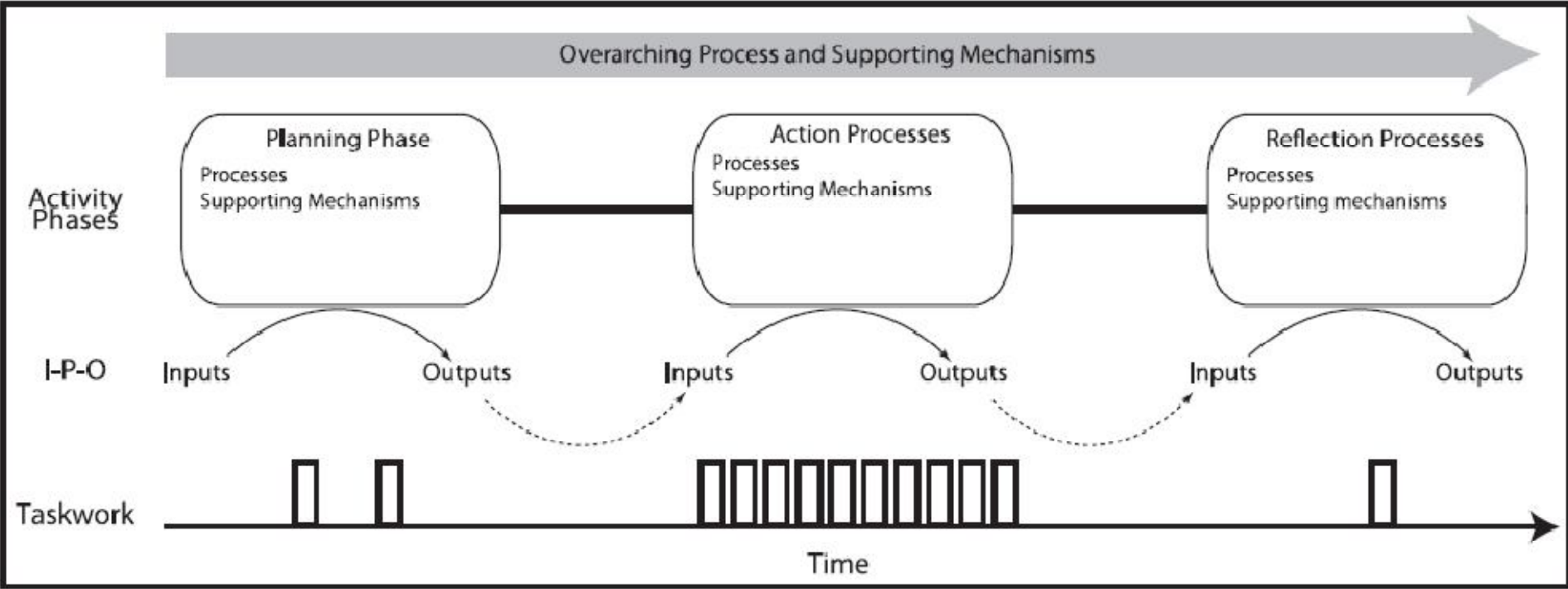
Debriefing

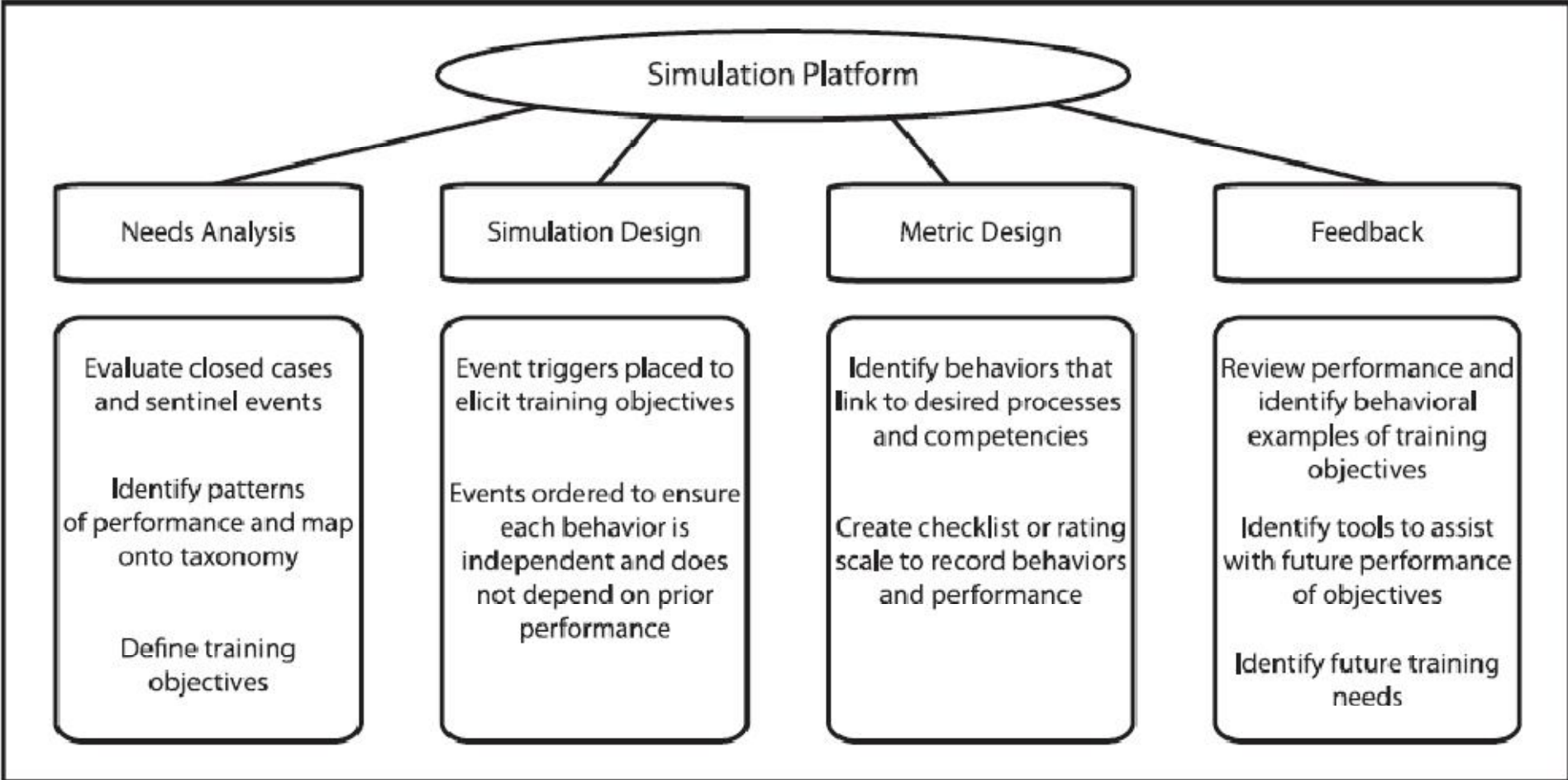
### Supporting mechanisms

Leadership

Team cognition **Modelli mentali condivisi**

Closed-loop communication







# Review article: Crisis resource management in emergency medicine

Belinda Carne,<sup>1,2,3</sup> Marcus Kennedy<sup>3,4</sup> and Tim Gray<sup>3,5,6</sup>

<sup>1</sup>Emergency Department, Geelong Hospital, <sup>2</sup>School of Medicine, Deakin University, Geelong, <sup>3</sup>Adult Retrieval Victoria, Ambulance Victoria, <sup>4</sup>Department of Community Emergency Health and Paramedic Practice and <sup>5</sup>Central Clinical School, Monash University, and <sup>6</sup>Australian Centre for Health Innovation, Alfred Hospital, Melbourne, Victoria, Australia

The key principles of CRM are:

- Know your environment
- Anticipate, share and review the plan
- Ensure leadership and role clarity
- Communicate effectively
- Call for help early
- Allocate attention wisely – avoid fixation
- Distribute the workload – monitor and support team members.



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## BRIEF REPORT

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# Improving Teamwork and Communication in Trauma Care Through In Situ Simulations

Daniel Miller, MD, Cameron Crandall, MD, Charles Washington, III, MD, and Steven McLaughlin, MD

**Conclusions:** This study shows that an ISTS program can be implemented with participation from all members of a multidisciplinary trauma team in the ED of a Level I trauma center. While teamwork and communication in the clinical setting were improved during the ISTS program, this effect was not sustained after ISTS were stopped.

ACADEMIC EMERGENCY MEDICINE 2012; 19:608–612 © 2012 by the Society for Academic Emergency Medicine

# riflessioni

- Costruire un gruppo di lavoro efficace cioè produttivo non è facile...
- Occorre soddisfare le dimensioni del “fare insieme” e dello “stare insieme”
- Il processo cardine che permette al gruppo di lavorare per realizzare il risultato operativo è la comunicazione... che “fa” il gruppo.

Il gruppo di lavoro è soprattutto  
un territorio comunicazionale

***In una fredda giornata d'inverno un gruppo di porcospini si rifugia in una grotta e per proteggersi dal freddo si stringono vicini.***

***Ben presto però sentono le spine reciproche e il dolore li costringe ad allontanarsi l'uno dall'altro.***

***Quando poi il bisogno di riscaldarsi li porta di nuovo ad avvicinarsi si pungono di nuovo.***