Using Situational Judgment Responses to assess workforce knowledge and readiness to enact critical safety skills and behaviours

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TRENT
SIMULATION &
CLINICAL SKILLS
CENTRE at QMC

Nottingham University Hospitals **NHS**
NHS Trust

How can we help staff create safety in a complex, challenging workplace?

Nottingham University Hospitals NHS Trust

15,000 staff   1,700 in-patient beds
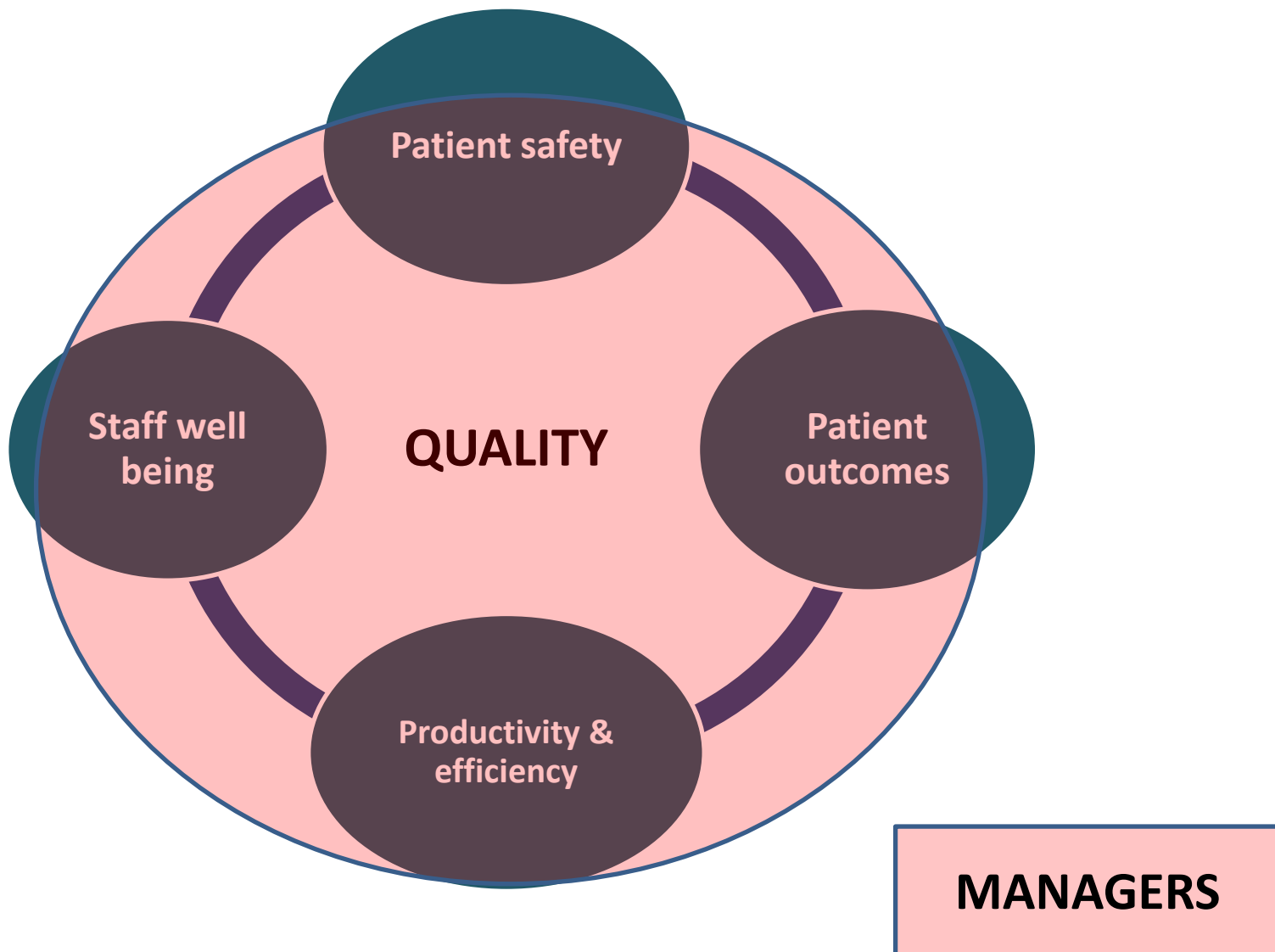
Trent Simulation & Clinical Skills Centre,
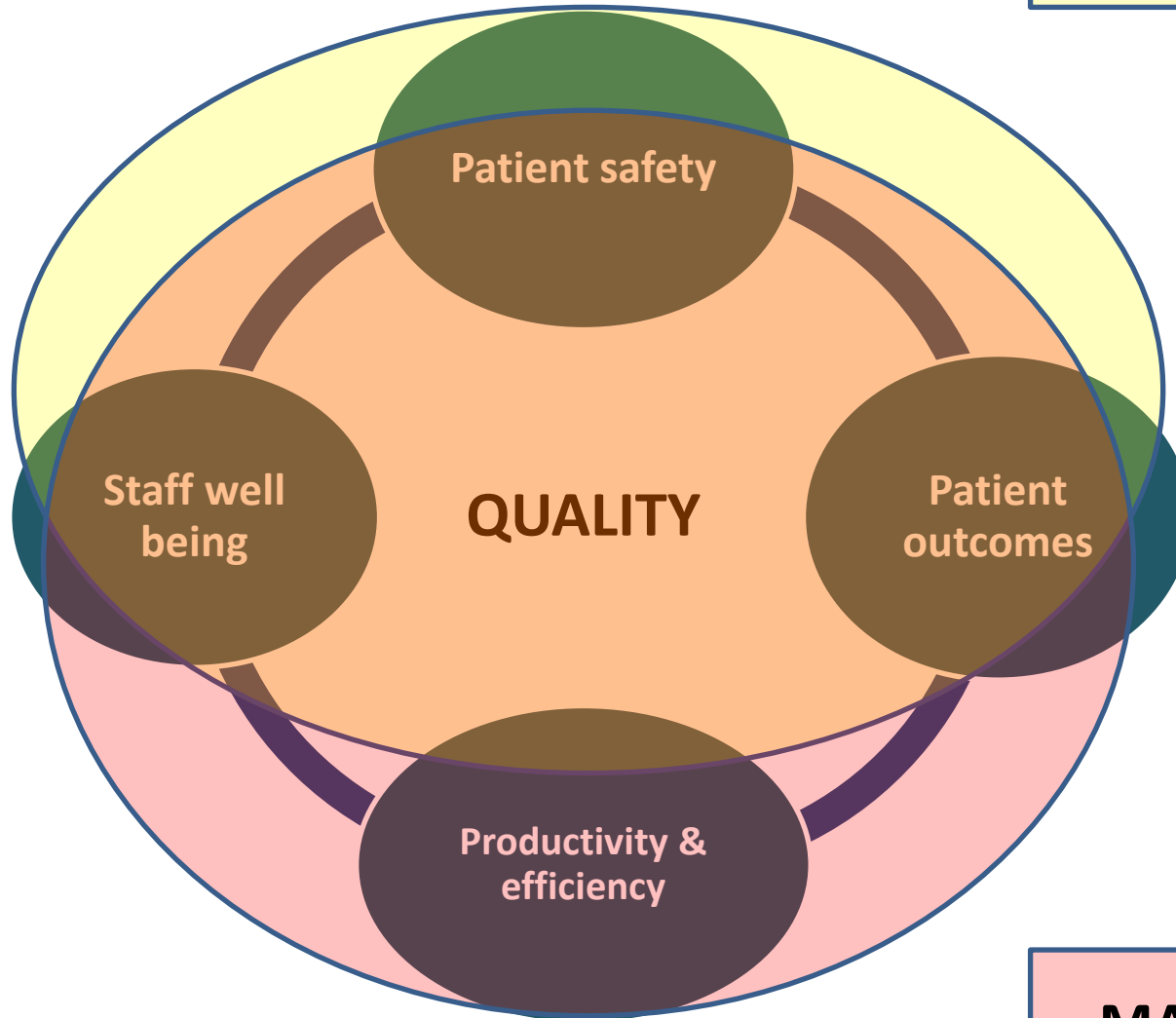**Nottingham University Hospitals NHS Trust, QMC campus, Nottingham**

Healthcare Quality

Healthcare as a workplace

| ULTRA SAFE | ADAPTABILITY | INNOVATE |

HEALTHCARE PRACTICE SPANS THE FULL RANGE

Ability to deal with **complexity** & **hazards** alongside **urgency** & **resource constraints**
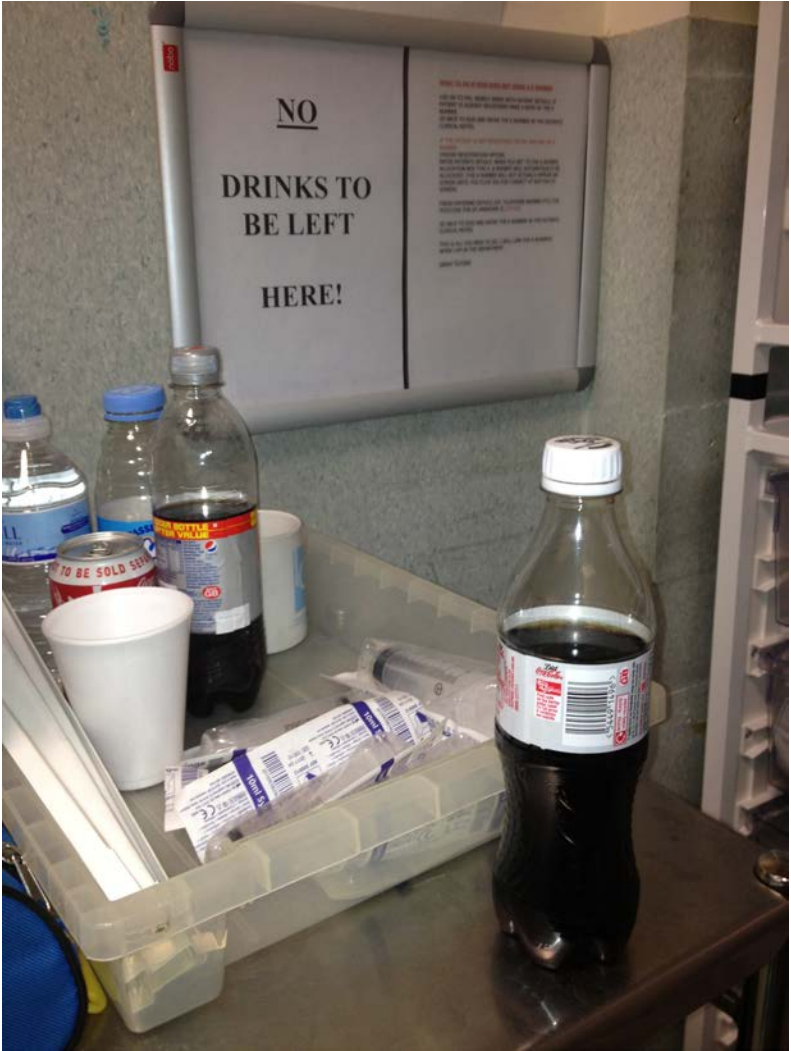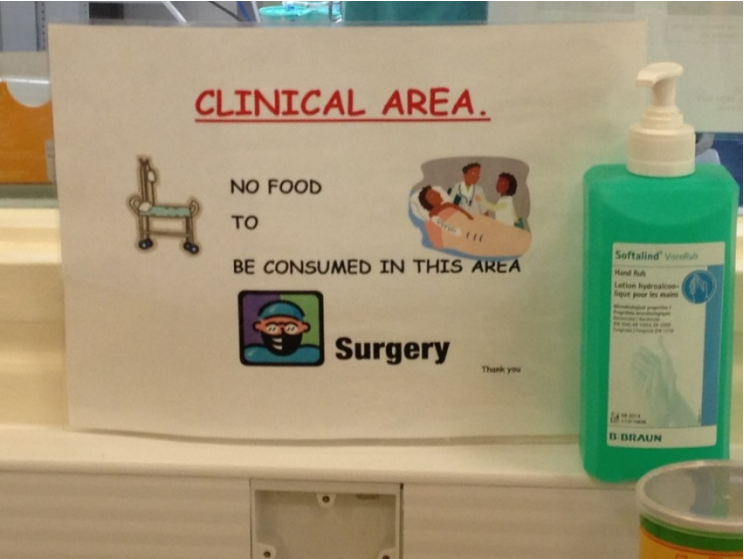
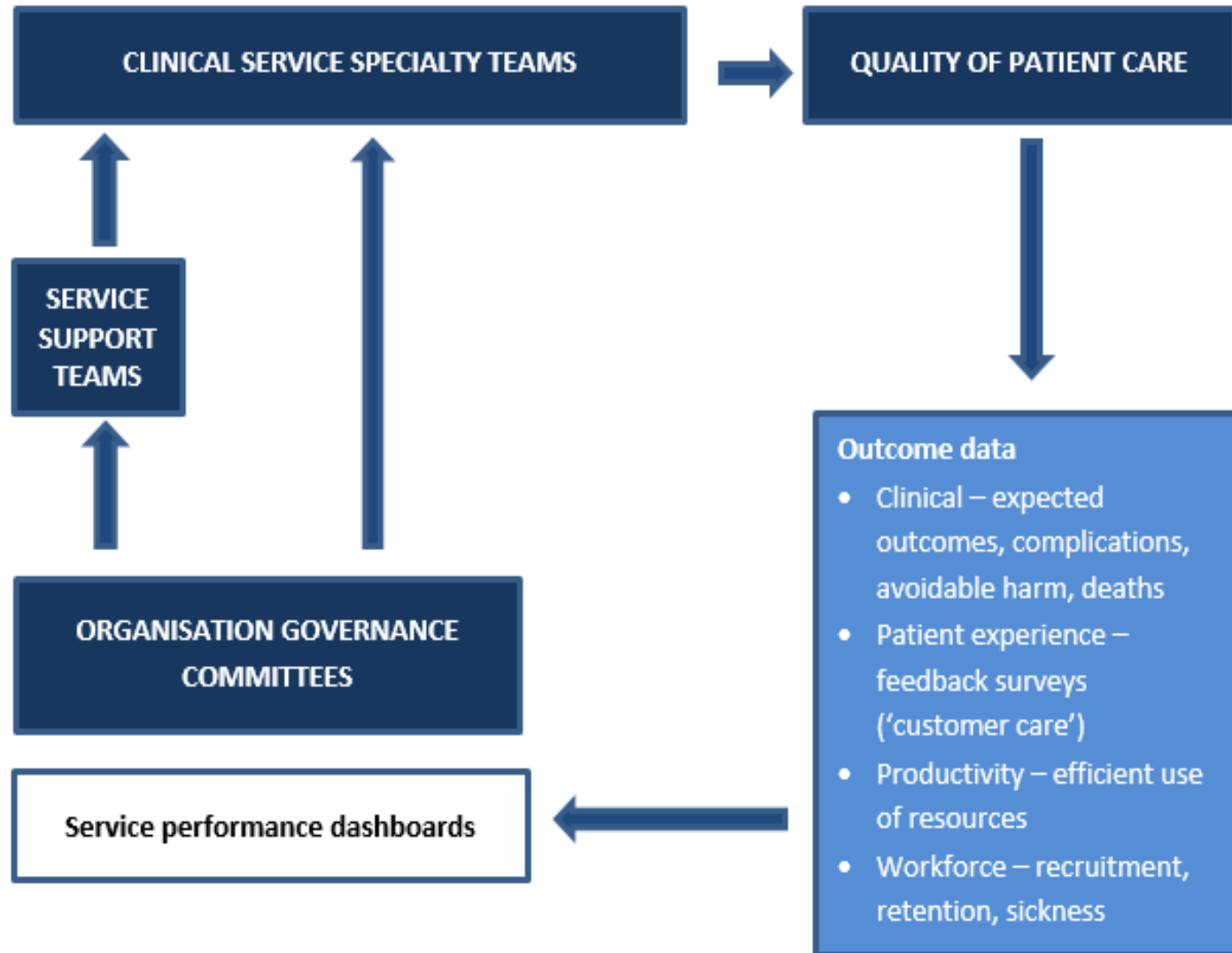Vincent & Amalberti

Quality and safety of surgical care

Quality and safety of surgical care

- Existing data based on past performance
  - Clinical outcomes, use of resources, staffing, serious harm / 'never events'

- Undeveloped lead indicators
  - Knowledge about team skills & behaviours undeveloped
  - Problems with 'speaking up' and challenging within teams
  - Debriefing inconsistent or absent
  - Team work perception, patient safety culture surveys showed variable engagement with senior organisational or departmental leaders

Quality and safety of surgical care

- Operating Theatres are a resource constrained environment to undertake challenging or time pressured work
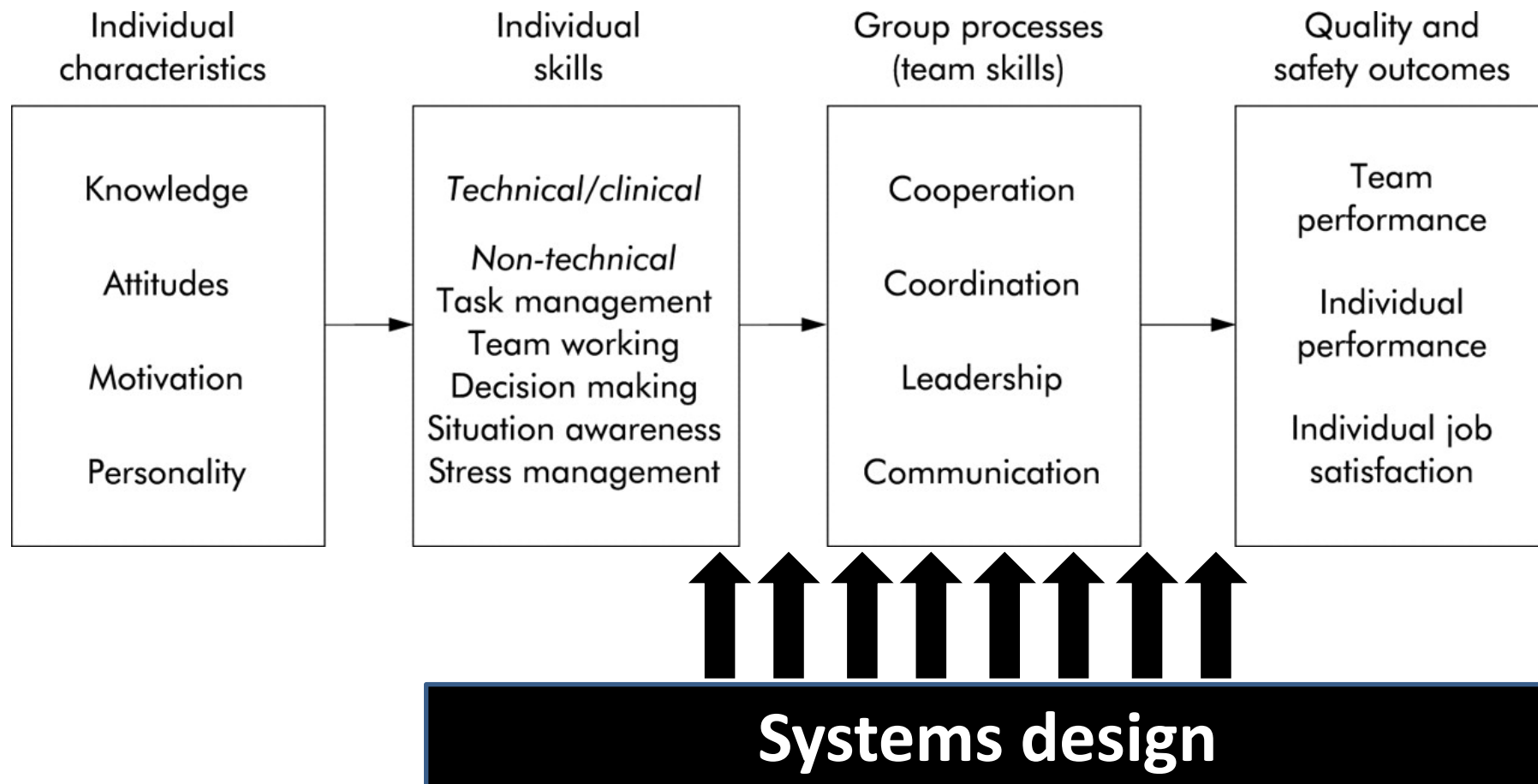
- Surgical care is delivered by multiprofessional teams working in distributed pathways

- Patient expectations & individualised care

- Individual and team capabilities paramount to offering necessary adaptability to situation

Where to start?

Maran & Glavin

Where to start?

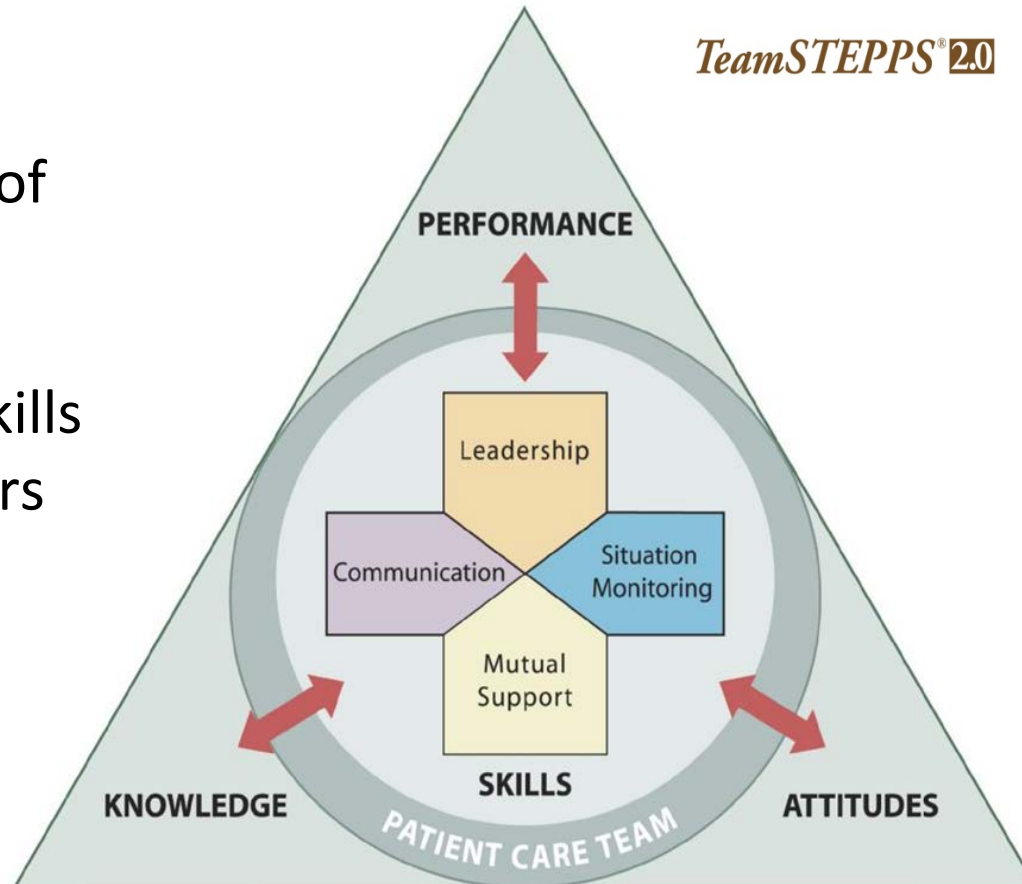| Individual characteristics	Individual skills	Group processes (team skills)	Quality and safety outcomes
Knowledge Attitudes Motivation Personality	*Technical/clinical* *Non-technical* Task management Team working Decision making Situation awareness Stress management	Cooperation Coordination Leadership Communication	Team performance Individual performance Individual job satisfaction

Systems design

Interventions

- Evidence-based team training programme
  - Establish and embed safety behaviours, improve and strengthen team working climate , promote an organisational learning culture (resilience)

- Strengthen systems 'thinking' and analysis amongst clinical and managerial colleagues

An evidence-based model of critical team working knowledge, skills and behaviours that aims to improve daily practice

Tools & Strategies Summary

BARRIERS

- Inconsistency in Team Membership
- Lack of Time
- Lack of Information Sharing
- Hierarchy
- Defensiveness
- Conventional Thinking
- Complacency
- Varying Communication Styles
- Conflict
- Lack of Coordination and follow up with co-workers
- Distractions
- Fatigue
- Workload
- Misinterpretation of Cues
- Lack of Role Clarity

TOOLS and STRATEGIES

Communication
- SBAR
- Call-Out
- Check-Back
- Handoff

Leading Teams
- Brief
- Huddle
- Debrief

Situation Monitoring
- STEP
- I'M SAFE

Mutual Support
- Task Assistance
- Feedback
- Assertive Statement
- Two-Challenge Rule
- CUS
- DESC Script

OUTCOMES

- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust
- Team Performance
- *Patient Safety!!*

TeamSTEPPS® 2.0

Situational Judgement Responses
(Multiple Response)

Principles and Goals of Safe Information Handling — Complete **all** responses ☒ ☒ ☒ ☒ ❓

? Information within your organisation has varying levels of sensitivity. Please consider the statements shown and indicate whether you agree, by selecting the 'tick', or disagree, by selecting the 'cross', and then indicate your level of confidence in your response.

Show instructions ◄

I should trust my colleagues to understand the sensitivity of information I create, I shouldn't have to tell them.

| ✔ | ✘ | ? |

Low ← Confidence → High

✘ Disagree

You are working on a document which carries the text 'commercial-in-confidence' in the header and footer on each page which you need to work on during a long train journey but your organisation says that no document with this text in the header and footer should be taken out of the office. If you change the header and footer to 'DRAFT', it will be OK to take it home to read.

| ✔ | ✘ | ? |

Low ← Confidence → High

✘ Disagree

"Misuse of your organisation's information" is all about disclosing it to someone outside your organisation.

| ✔ | ✘ | ? |

Low ← Confidence → High

✘ Disagree

The author of a document sends it to you and has not given any indication that you should take any special care in handling it. When you read it you find that it contains details about a person, including their bank details. You should take advice from a senior manager about how the document should be handled.
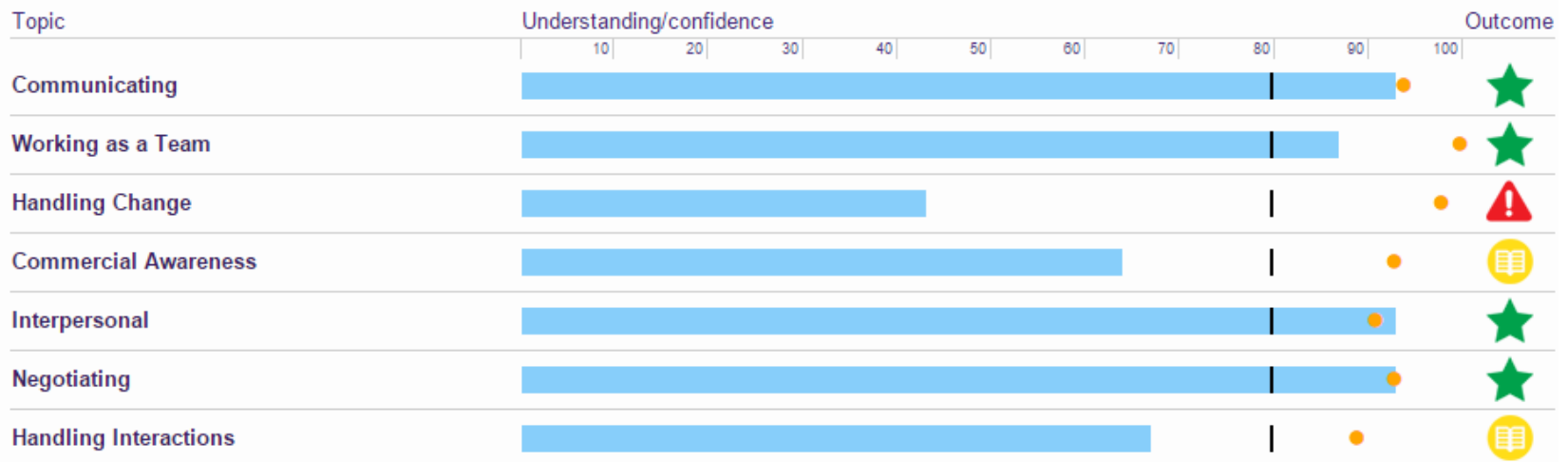
| ✔ | ✘ | ? |

Low ← Confidence → High

✘ Disagree

If in doubt about how to protect a given document, you should err on the side of caution and protect it as if it were highly sensitive.

| ✔ | ✘ | ? |

❓ Don't Know
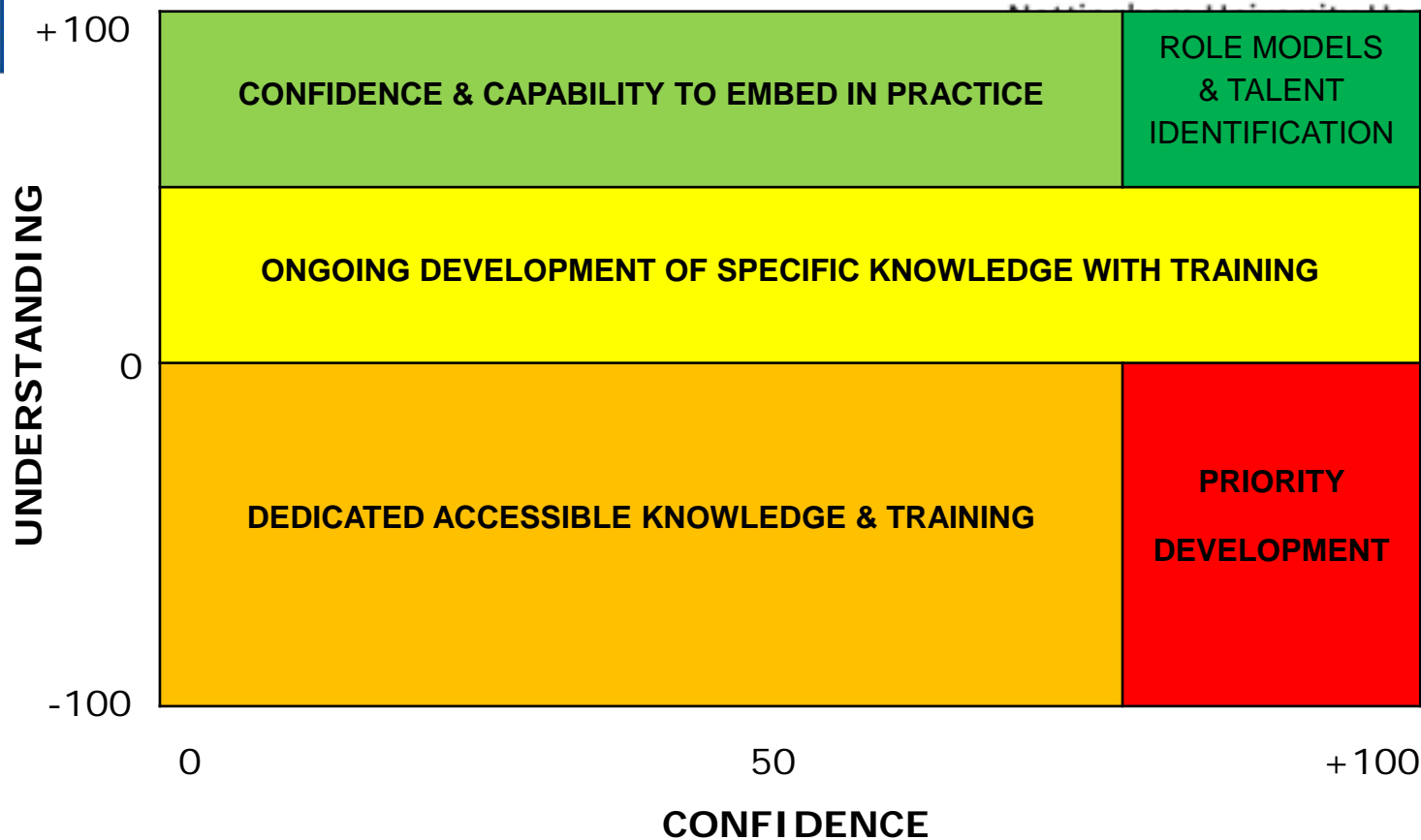
Individual Report

Skills Knowledge Assessment

Topic	Understanding/confidence	Outcome
Communicating		⭐
Working as a Team		⭐
Handling Change		⚠️
Commercial Awareness		📖
Interpersonal		⭐
Negotiating		⭐
Handling Interactions		📖

Legend

- Understanding
- Understanding benchmark
- Confidence
- Previous understanding

Answered "I Don't Know" through whole Topic
Misunderstanding with high confidence = High Risk
Poor understanding with low confidence = Risk
Below benchmark but above 50% understanding = Medium Risk
High understanding with low confidence = Low Risk
High understanding with high confidence = Very Low Risk

Links to learning

UNDERSTANDING (vertical axis: +100, 0, -100)

CONFIDENCE (horizontal axis: 0, 50, +100)

CONFIDENCE & CAPABILITY TO EMBED IN PRACTICE

ROLE MODELS & TALENT IDENTIFICATION

ONGOING DEVELOPMENT OF SPECIFIC KNOWLEDGE WITH TRAINING

DEDICATED ACCESSIBLE KNOWLEDGE & TRAINING

PRIORITY DEVELOPMENT

Low understanding with high confidence = **Priority Development Required** — **RISK**

Low understanding with low confidence = **Significant Knowledge Focus** — **NOVICE**

Below benchmark understanding with varying confidence = **Knowledge Focus** — **TRAIN**

High understanding with low confidence = **Coaching Confidence** — **COACH**

High understanding with high confidence = **Above Standard** — **TALENT**

Management KNOW - Engaging Employees

Topic	Direction and recommended learning	Outcome
Change Management Understanding — 70 Confidence Low — High	This indicates you have a good understanding of some of the best practice approaches to Change Management but there are some elements that you may not have understood. By understanding Change Management more clearly you will be able to make the right decisions and have the confidence to	
Building Relationships Understanding — 40 Confidence Low — High		
Employee Engagement Understanding — 90 Confidence Low — High		
Leading the Values Understanding — 80 Confidence Low — High		
Motivating Others Understanding — 80		

Media

Engaging Employees Topic Guidance - Motivating Others
Motivating others is about causing employees to feel that they want to make a greater effort or a broader contribution than their job description actually requires them to make. Find out more here. 👍 0

Engaging Employees Topic Guidance - Monitoring Goals and Performance
Monitoring Performance is about identifying and stretching individuals with achievable targets. To provide individuals and teams a focus for performance improvement and future quality standards. Find out more here. 👍 0

Engaging Employees Topic Guidance - Leading the Values
Leading the values setting a positive behavioral and ethical example for employees; showing that the way that things are done and the behaviours of managers and staff are important. Find out more here. 👍 0

Engaging Employees Topic Guidance - Employee Engagement
Employee Engagement is about helping employees to understand how the way that they do their job impacts the product or service experience for the customer and influences the achievement of the organization's goals. Find out more here. 👍 0

Engaging Employees Topic Guidance - Coaching for Improved Performance
Coaching for Improved Performance is about adopting a facilitative style to providing support for individuals in their development of both the competence and confidence that they need to perform well. Find out more here. 👍 0

Engaging Employees Topic Guidance - Change Management
Change Management is about helping employees to understand the broader context in which the business operate, for example changes in markets and customer expectations, competitive pressures or overall economic situation. Find out more here. 👍 0

Engaging Employees Topic Guidance - Building Teams
Building Teams is about actively helping members of a team to develop agreed processes and understanding, so that the team delivers better results than would otherwise be achieved by the group of individuals acting independently. Find out more here. 👍 0

Engaging Employees Topic Guidance - Building

Total **18** Showing all results

Engaging Employees Topic Guidance - Motivating Others

Motivating others is about causing employees to feel that they want to make a greater effort or a broader contribution than their job description actually requires them to make. Find out more here.

View | **Download**

PDF Document

Created by **Cognisco Admin6** on **23 November 2015**

👍 0

Tags

Example Motivating Others

Service level or Team Report

The results show the current and previous (where available) outcome category and understanding score across all topics in the selected assessment(s). The latest category/score is shown in the top right and the previous in the bottom left.
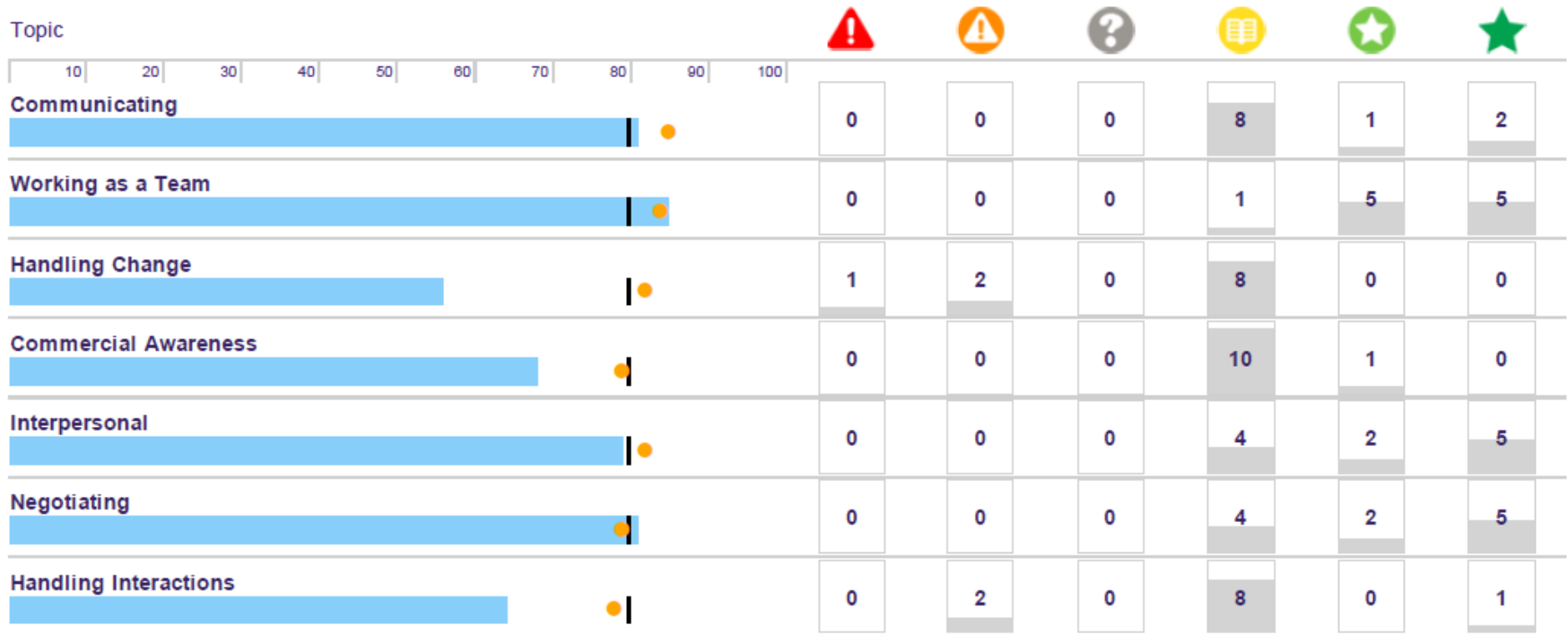
Skills Knowledge Assessment

A Communicating | **B** Working as a Team | **C** Handling Change | **D** Commercial Awareness | **E** Interpersonal | **F** Negotiating | **G** Handling Interactions

	A	B	C	D	E	F	G
Jolene **Durkin**	86	87	50	79	93	93	67
Neil **Forbes**	93	93	71	57	93	93	53
Alexander **Lyall**	93	87	43	64	93	93	67
Stuart **Dow**	79	87	57	71	80	87	73
Christine **Ryan**	79	80	57	71	80	80	73
Scott **Watson**	79	87	71	79	67	93	67
Colin **Drummond**	79	73	79	50	80	87	60
Aimee **Macgruer**	79	80	57	64	60	73	80
Beth **Falcus**	79	80	57	57	80	60	47
Simon **Metcalfe**	71	87	36	86	67	67	47
Scott **Clement**	71	93	36	64	73	67	67

Exec / Senior Management Report

Skills Knowledge Assessment

Topic	⚠ (red)	⚠ (orange)	?	📖	⭐ (green)	★ (teal)
Communicating	0	0	0	8	1	2
Working as a Team	0	0	0	1	5	5
Handling Change	1	2	0	8	0	0
Commercial Awareness	0	0	0	10	1	0
Interpersonal	0	0	0	4	2	5
Negotiating	0	0	0	4	2	5
Handling Interactions	0	2	0	8	0	1

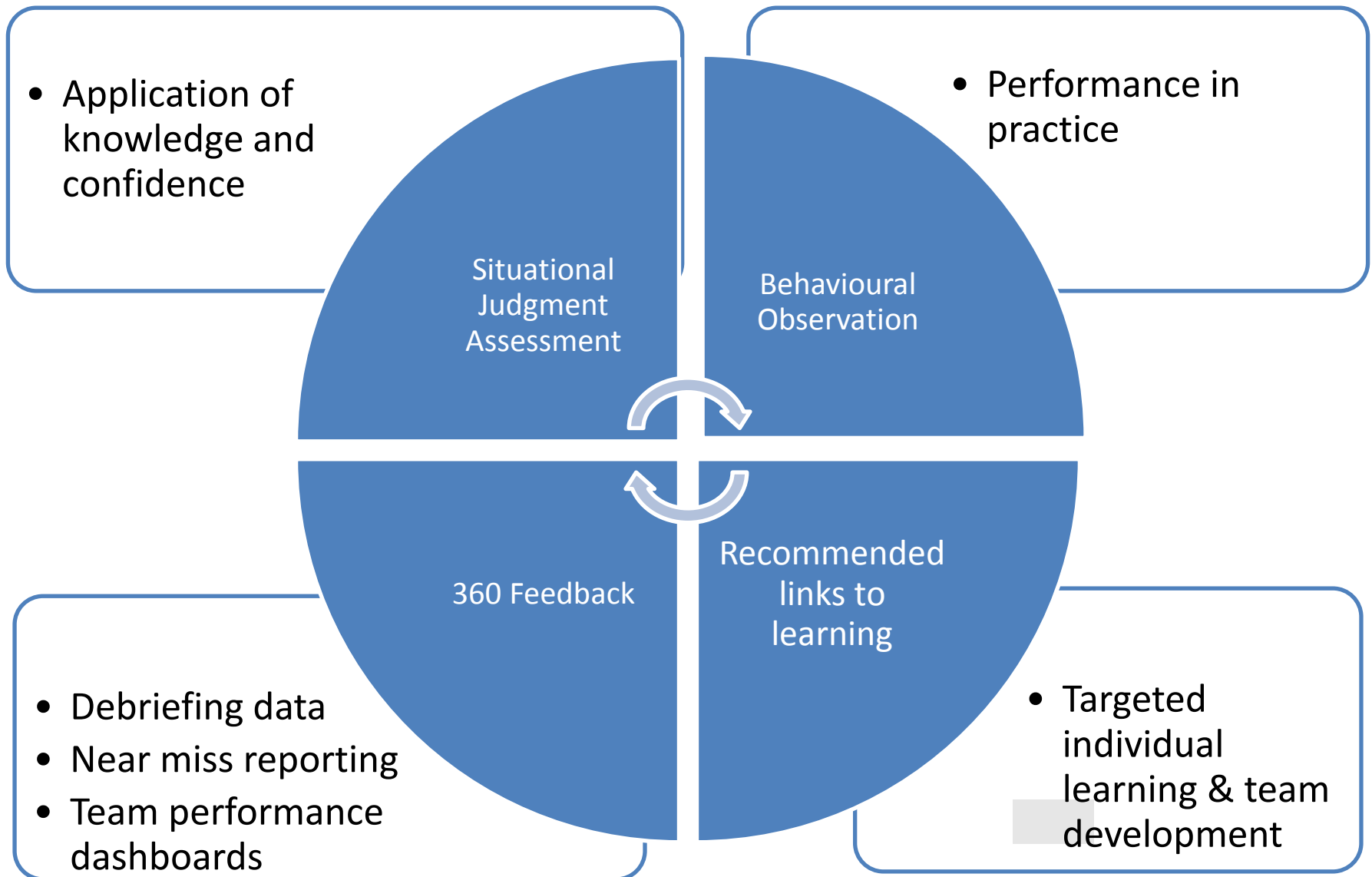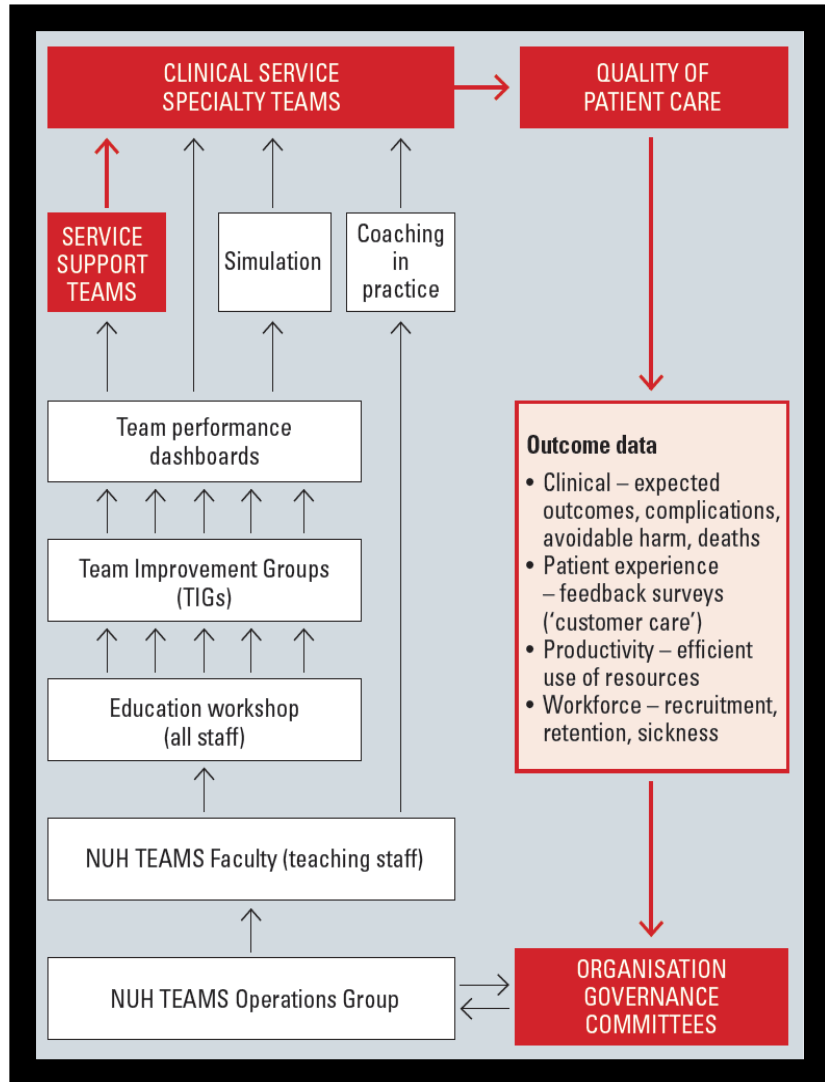(Understanding scale: 10 20 30 40 50 60 70 80 90 100)

Legend

- Team average understanding
- Understanding benchmark
- Team average confidence

- ? Answered "I Don't Know" through whole Topic
- ⚠ Misunderstanding with high confidence = High Risk
- ⚠ Poor understanding with low confidence = Risk
- 📖 Below benchmark but above 50% understanding = Medium Risk
- ⭐ High understanding with low confidence = Low Risk
- ★ High understanding with high confidence = Very Low Risk

Multi-Measure Approach

- Application of knowledge and confidence

- Performance in practice

Situational Judgment Assessment

Behavioural Observation

360 Feedback

Recommended links to learning

- Debriefing data
- Near miss reporting
- Team performance dashboards

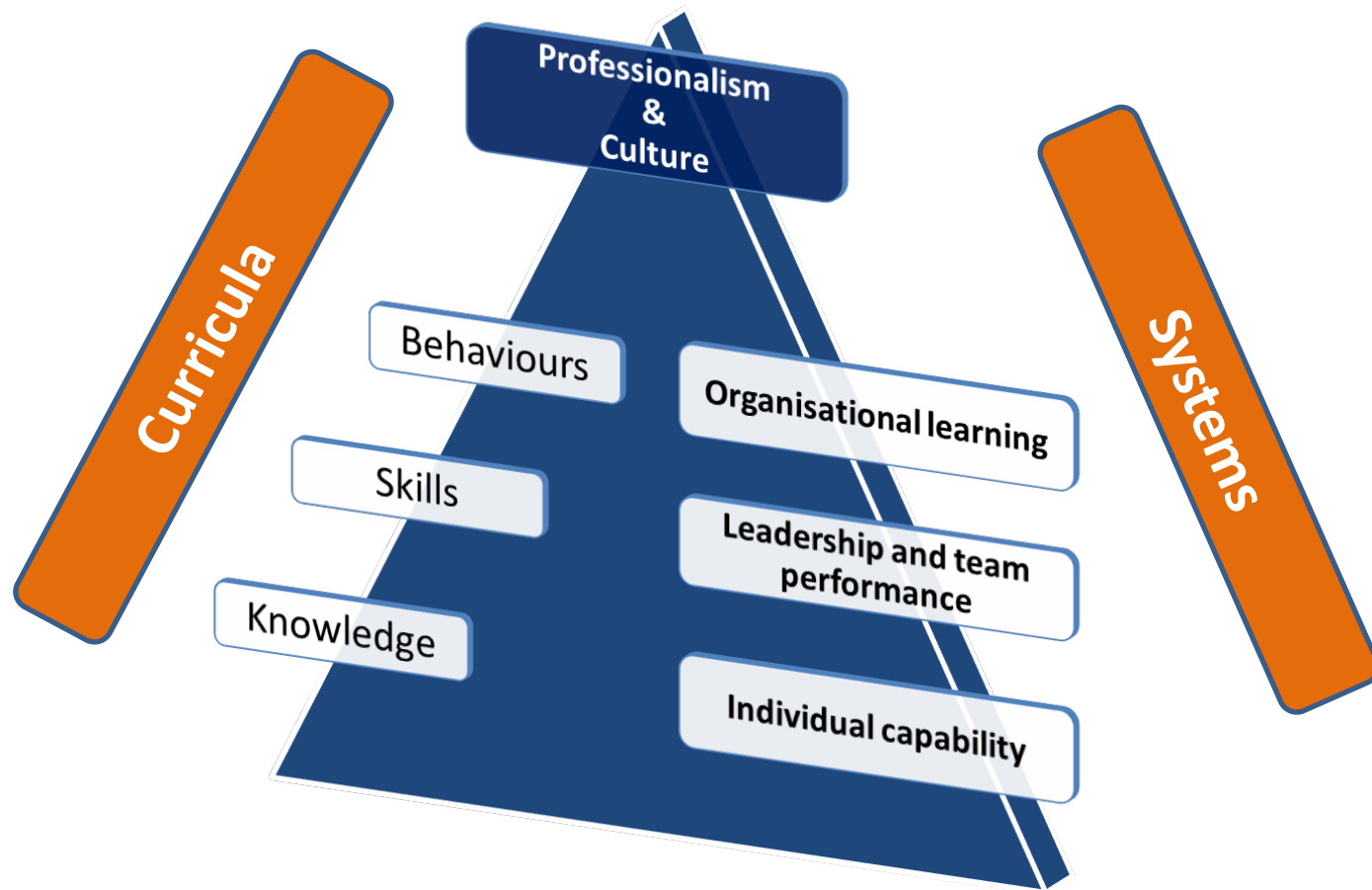- Targeted individual learning & team development

Knowledge, Capability or Context?

- New lead indicators
  - **Situational Judgement Responses**
  - Integrated evidence-based use of education, training and coaching for improvement
  - Simulation exercises
  - Team work observations
  - Supervision & coaching
  - Debriefing summaries
  - Incident & near miss reports

Developing resilience in a complex, resource constrained workplace

Using Situational Judgment Responses to assess workforce knowledge and readiness to enact critical safety skills and behaviours

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