

Trauma is a Team Game

Improving Care Through Process

Edward J Harvey MD MSc

Professor | **McGill University**
Head of Surgery and Interventional Sciences Program | **MUHC-RI**



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Disclosures

- × Co-Editor in Chief | Canadian Journal of Surgery, OTA Patient Portal
- × Editorial Board | OTA International, J Ortho Trauma

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Why a Team in Trauma?

× Quintessential Lone Wolf



× Think it is an opportunity to improve care / ensure professional development

Might be best way to improve physician competency

- ✗ Ensure competency?
 - ✗ ABOS
 - ✗ Royal College
 - ✗ National Standard Boards
 - ✗ Licensing exams are standards
- ✗ Individual expertise is hard to control once hired
 - ✗ Hard to educate physicians to change practice
- ✗ No good way to improve capacity after people are hired



Can we learn after residency/fellowship?

- ✗ Morris ZS, et al. The answer is 17 years, what is the question: understanding time lags in translational research. J R Soc Med. 2011;104:510–20.
- ✗ takes an average of 17 years for research evidence to reach clinical practice

Whatever the number, it is far from instantaneous

Unless it is more lucrative will not be even this speed

Best way to improve competency and /or patient care?

- × Ensure competency
 - × American College
 - × Royal College
 - × Licensing exams have standards
- × Individual expertise is hard to control once MDs hired
 - × Hard to educate physicians to change practice
- × No good way to improve capacity after people are hired
- × Interactive team at hospital level may help

Teamwork in Healthcare: Key Discoveries Enabling Safer, High-Quality Care

Am Psychol . 2018 ; 73(4): 433–450

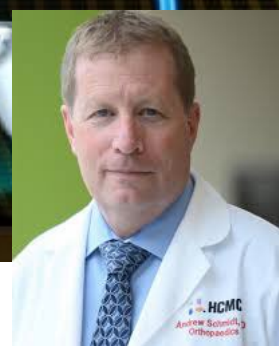
- ✗ Magnitude of preventable patient harm in U.S. health care, may exceed 250,000 deaths per year
- ✗ No one individual can assure the highest standard of care, nor can they protect the patient from all potential harms.
- ✗ Underinvestment in structured and evidence-based practices for managing teams and coordinating care



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Can we do it with team building?

✗ Popular culture seems to believe it



Not as easy as a video game!!

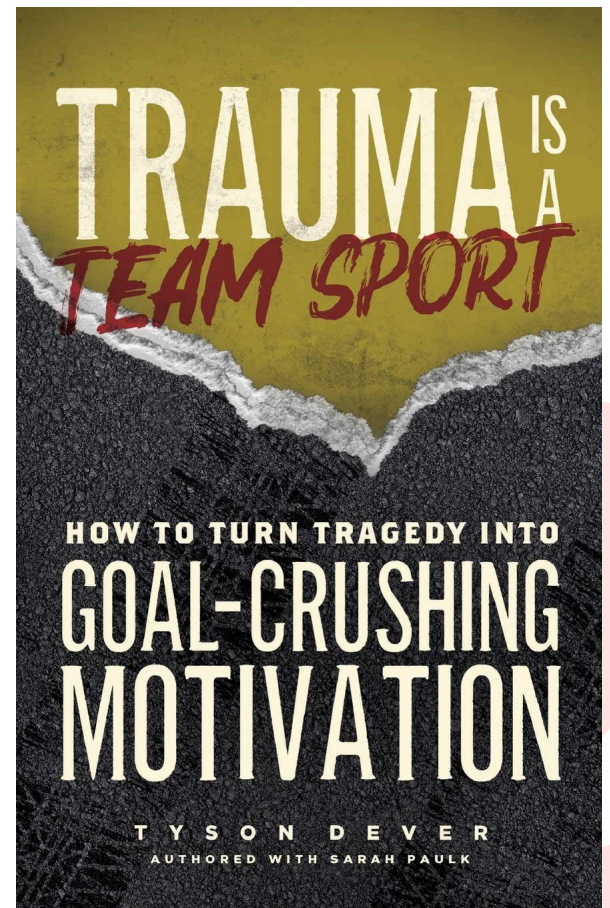
Teamwork as a Core Value in Health Care

Ted A. James, MD, MHCM

- ✗ **Teamwork requires more than just communication skills, coordination, or even mutual goals.**
- ✗ **As a guiding principle, effective teamwork requires a collaborative mindset that recognizes the inherent value of the team model and a commitment to building effective relationships.**

Can get better with team building

- ✗ Sounds so boring and painful
- ✗ People have tried to make it a sport
- ✗ Seem to buy team sport concept



What your team is not

- × Hip fracture
- × Oh great – we will have a team.
- × Translation
 - × Someone will optimize them pre-op
 - × I just have to do the surgery
 - × I never have to see them again
 - × Can you get them off my floor faster?



What Team Should you Build?

✗ Dave Ring

✗ Psychologist

✗ We have some ex

✗ Embedded end

Clinical Trial > [J Bone Joint Surg Am.](#) 2020 Mar 18;102(6):486-494.

doi: 10.2106/JBJS.19.00185.

Performance of a Fracture Liaison Service in an Orthopaedic Setting: A Report of Key Indicators and Improvement of Longitudinal Outcomes

[Andréa Senay](#)^{1 2}, [Sylvie Perreault](#)¹, [Josée Delisle](#)^{2 3}, [Suzanne N Morin](#)⁴,
[Julio C Fernandes](#)^{1 2 3}

Affiliations + expand

PMID: 31714470 DOI: [10.2106/JBJS.19.00185](#)

Abstract

Background: Many Fracture Liaison Services (FLSs) have been successfully implemented, but very few incorporate systematic longitudinal follow-up. The objective of this study was to report on the performance of such an FLS using key performance indicators and longitudinal clinical outcomes.



Thinking about building a team.....Trauma – maybe good choice



- × ER and ICU MDs and others now treat trauma
 - × Input from surgeons still needed
 - × We have walked away from some key parts management
 - × We have also subspecialized so deeply that we need others
- × Some patients clearly need multiple people
 - × pregnant, **very young**, or single injuries affecting regions with multiple systems such as head and neck injuries
- × 2 levels -Acute care teamwork versus Big picture administration teamwork

Even “Simple” Problems are Team Needy

- × Physician team taking care of a sports team?
 - × All your patients are well
 - × And young
 - × And motivated



Team that takes care of 19 active usually well 20-year-olds
Bigger group of 50 pro contracts

This is inner group (23)– 1st line communications
50% of this group is the team at games
Medical care staff is bigger (whole hospital plus)



EDGE

arms
HEALTH



Pediatrician

Sports
Psychologist

Trauma Surg

General Med
Concussions

Trauma Surg

Physio

Physio

Sports Med

Chiro

Sports Med



AT First Responder

Team Doc



Ortho Trauma

OMF Dentistry

Radiology

Trauma/Airway

Trauma Surg

Ortho Sports

Team Activities

Daily check in, Assigned duties, Game time supply checks,
Game time First responder discussions, annual real time trauma scenarios
Annual meeting at league level, AT/CLS Recert, monthly newsletters NHLPA

Even “Simple” Problems are Team Needy



× Hip fracture

- × multiple problems, medical and social
- × Early discharge of patients with the appropriate social services in place, could reduce morbidity rates
- × Well documented that a team is better
- × Drew S., Fox F., Gregson CL, et al. Model of multidisciplinary teamwork in hip fracture care: a qualitative interview study. *BMJ Open* 2024;**14**:e070050.
 - × considerable variation exists in the organisation of care pathways and in patient outcomes

Making it work for Hip Fx

- × diverse factors promote clinical teamwork, including
 - × a shared understanding of team goals
 - × successful information exchange
 - × effective leadership
 - × adaptability of services to meet changing demands
- × Any of these is missing teamwork will be unsuccessful

Making it work in hip fxs

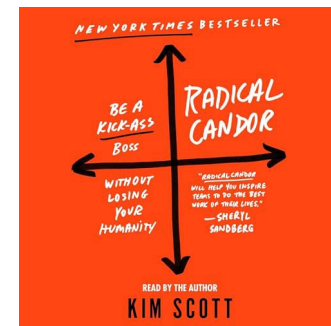
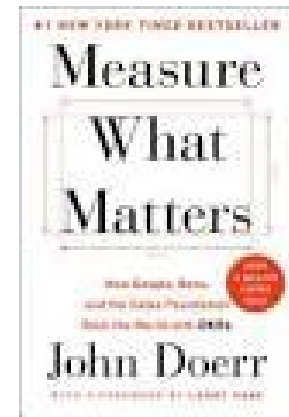
- × diverse factors promote clinical teamwork, including
 - × a shared understanding of team goals
 - × Prioritizing precare, care, and discharge
 - × successful information exchange
 - × Daily plan, weekly agenda, care map
 - × effective leadership
 - × Someone takes the ball that can communicate
 - × They need to be able to listen
 - × adaptability of services to meet changing demands
 - × Hip fractures go first in trauma room
 - × Max delay 10 hours
 - × Early discharge beds

Try it



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- ✗ Try something
- ✗ Measure your outcomes!
- ✗ Communication is good and necessary

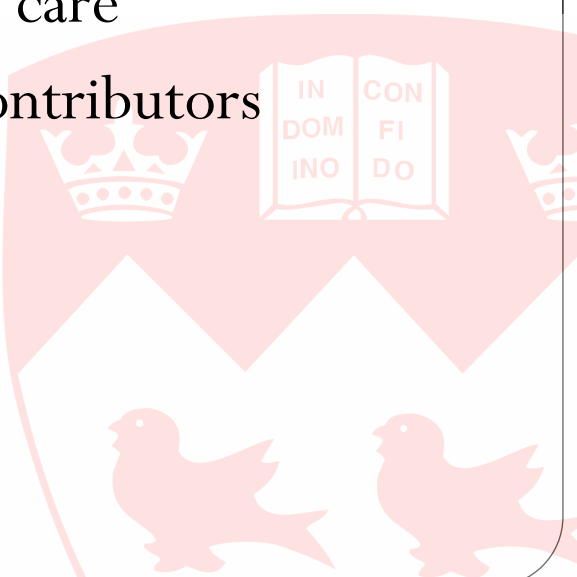


Does Everyone Need to Buy In?

- ✗ No – initially just those with the correct mindset
- ✗ We have a broad spectrum of people that operate from being on their own to loving teamwork
 - ✗ High performers in science are often borderline paranoid
- ✗ The outliers have to accept the team's major decisions

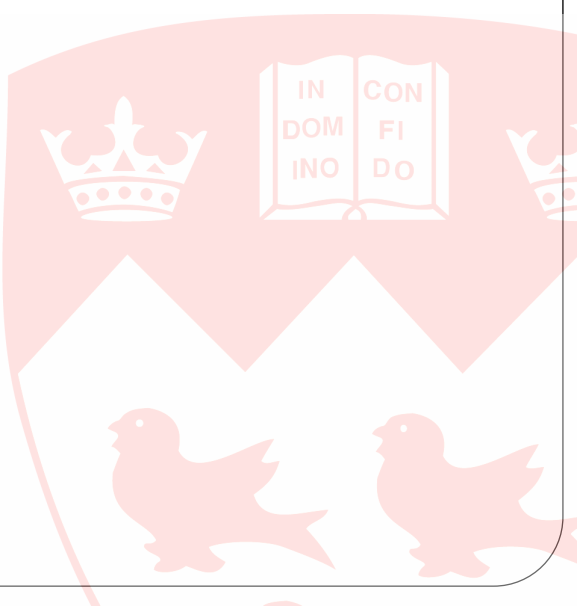


What can teams cannot do?

- ✗ Make people do what they don't want to
 - ✗ Need buy in
 - ✗ Bring outliers into inner circle
 - ✗ Can make them see standards of care
 - ✗ Can make them be occasional contributors
 - ✗ Can avoid major conflict
 - ✗ Cannot make up for no resources
- 



What can teams do?

- ✗ Communication clarification
 - ✗ Expedite proper therapy
 - ✗ Keep treatment current
 - ✗ Bring team up to some standards
- 

Thanks

