

*Crisis Management
Leadership
In The Operating Room—*

*Prepare Your Team to
Survive Any Crisis*

Kenneth A. Lipshy, M.D., F.A.C.S.



www.CrisisManagementLeadership.com



Creative Team Publishing
San Diego

Endorsements on Behalf of *Crisis Management Leadership In The Operating Room*

George C. Velmahos, MD, PhD, MEd ,
John F. Burke Professor of Surgery,
Harvard Medical School, Chief – Division of Trauma,
Emergency Surgery, and Surgical Critical Care,
Massachusetts General Hospital

This book is invaluable not only for its content but also for the way it passes the information. In a technically masterful fashion Dr. Lipshy uses a direct style of language, representative figures and diagrams, and appropriate evidence to make the text flow naturally and easy to read.

The case about cohesive team building and leadership through crisis is made effectively, and practical solutions are given. I must admit that the book was an eye-opener to me in so many ways.

~ George C. Velmahos

Endorsements

John A. Weigelt, MD, DVM, MMA
Department of Surgery, Trauma Division/
CC Medical College of Wisconsin
Milt and Lidy Lunda Aprahamian
Professor of Surgery,
Associate Dean of Clinical Quality,
Medical College of Wisconsin
Editor in Chief, *Journal of Surgical Education*

Healthcare providers are constantly being told that we need to improve safety within our healthcare system. Multiple suggestions are made regarding how to achieve a safer environment, but are these principles of a highly reliable organization reaching the front lines of surgical practice? Dr. Lipshy has taken many of the basic principles of safety, teamwork, performance improvement, and crisis management and put them together for the operating room environment.

This book helps us understand how problems occur in the operating room. It suggests how methods from other disciplines can be used to control, mitigate, and possibly avoid these crisis situations. The book is well written. Its scenarios will be readily recognized by surgeons and anesthesiologists. Given the emphasis on safety and quality within our training programs, I suggest it might even appear on a required reading list for surgical trainees and teams.

~ John A. Weigelt

Endorsements

Jeffrey S. Young, MD, MBA, Professor of Surgery,
Director, Trauma Center, and
Chief Patient Safety Officer,
University of Virginia Health System

Patient care at the bedside has been neglected in the patient safety revolution in favor of metrics and colored dots. This book tries to bring this imbalance back into equilibrium. It is the critical decisions and teamwork around the operating table that save lives during unexpected events, and this book provides a fantastic framework for improving clinicians' abilities to act intelligently in those situations. I recommend it to doctors, residents, nurses, and anyone who is involved in direct patient care. A must read.

~ Jeffrey S. Young

Alexander L. Eastman, MD, MPH, FACS,
Lieutenant, Dallas Police Department (SWAT),
Interim Medical Director, The Trauma Center at Parkland
(UT Southwestern Medical Center)

In my experiences on SWAT, they don't pay us to get ready, but to always be ready. This book is an excellent resource to prepare the young surgeon to respond to inevitable intraoperative crises.

Endorsements

Ken Lipshy's *Crisis Management Leadership In The Operating Room* should help harden any operative team against compounding crisis through further error.*

~ Alexander L. Eastman

** Disclaimer: These statements represent the views of the endorser and do not necessarily express the views or policies of the Dallas Police Department.*

Juan Sanchez, Cardiothoracic Surgeon, Director GME and Chair, Saint Agnes Hospital, Associate Professor of Surgery, Johns Hopkins Medicine, Baltimore, Maryland

This is truly a remarkable book for it delivers important concepts from a wide array of disciplines in a concise, readable format. It manages to put in perspective the real-world situations clinical practitioners actually face daily. Through realistic examples, this book explains why we behave the way we do in a crisis and how leaders can turn maladaptive behaviors to adaptive behaviors when it really counts. It lays out a framework useful for any safety-critical team to prepare for and prevent sudden adverse events and includes key references for the reader to pursue topics further.

~ Juan Sanchez

Endorsements

Paul Lucha, MD, FAC, CAPT, MC, USN, Retired;
Department Head,
Department Surgery Navy Medical Center,
Portsmouth, VA

Dr. Lipsky has opened an important topic not only for surgery but medicine in general. An excellent review of the complexities surrounding crisis management. As a military surgeon, crisis frequently ensues surrounding combat trauma, specialty availability, and resource availability. Panic and errors can be avoided by recognizing and applying the concepts within this book. A must read for every surgeon and surgical leader.

~ Paul Lucha

Douglas E. Paull, M.D.,
Director, Patient Safety Curriculum,
National Center for Patient Safety

Robin R. Hemphill, M.D., M.P.H.,
Chief Safety and Risk Awareness Officer Director,
National Center for Patient Safety

In his book *Crisis Management Leadership in the Operating Room – Prepare Your Team to Survive Any Crisis* Dr. Lipsky

Endorsements

provides a pathway for teams to apply principles of crew resource management within high-reliability organizations to achieve exceptional leadership, communication, and teamwork during care of the surgical patient, especially during crises.

Dr. Lipshy provides the reader with a clear understanding of why unexpected crises may not be managed effectively due to lack of leadership, poor communication, and suboptimal teamwork using the established frameworks of high-reliability and crew resource management, punctuated by illustrative cases from aviation, other industries, healthcare, and the operating room.

“Surgeons will enjoy and benefit from Dr. Lipshy's book as it takes them on a self-reflective journey on their own sometimes maladaptive behaviors or biases during unanticipated events, and includes effective techniques for overcoming these all too human tendencies. He reminds us that even the best physicians can have events conspire against them, and how they choose to react and interact can change everything. The importance of surgeon leadership in setting the tone in the operating room, developing a shared mental model, empowering other team members to voice concerns, and role modeling exemplary behavior under stress are highlighted and the reader is introduced to identifiable skills to enhance the quest to prevent,

Endorsements

prepare for, and confront unanticipated crises in the operating room.

Crisis Management Leadership in the Operating Room – Prepare Your Team to Survive Any Crisis is a useful read for all operating room team members (surgeons, anesthesiologists, anesthesia providers, nurses, scrub techs, and others), patient safety officers, risk managers, and health care organizational leaders.

~ Douglas E. Paull and Robin R. Hemphill

Robin L. Homolak, Nurse Manager, Operating Room,
Long Beach VA Healthcare System;
Lead Advisor, ORNM Workgroup,
VA National Surgery Office

Surgeons rely on an Operating Room (O.R.) team that is experienced, competent, prepared, and focused with demonstrated expertise and knowledge of “Best Practices.” The O.R. team expects the surgeon to be confident, technically skilled, professional, respectful, and in charge of the overall care of the patient. Together, this creates an “Environment of Safety” ... and the patient deserves nothing less.

Endorsements

The role that we all play in the patient's care cannot be overlooked. Dr. Lipsky obviously has insight from both perspectives and the expertise to educate those of us who are passionate about our patients. My 34 years as an O.R. staff nurse and Manager in hospitals ranging from trauma centers to community hospitals have taught me the importance of a "tight knit team" not only for scheduled cases, but especially for crisis situations.

Having the courage to speak up with confidence is not part of every nurse's makeup, but when every individual on the team understands that his or her responsibility is to function optimally and professionally for every case, it takes the guesswork out of a crisis situation. The "predictability" factor for each person's role makes crisis management everyone's business.

A crisis is never routine, but when faced with the unexpected event in the O.R., if everyone's role becomes equally important and they work under the umbrella of respect, it gives the patient the best chance of a good outcome. Thank you, Dr. Lipsky, for helping all of us see the bigger picture. This book should be mandatory reading for surgeons as well as all other O.R. staff.

~ Robin L. Homolak

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ISBN: 978-0-9897975-4-2

PUBLISHED BY CREATIVE TEAM PUBLISHING
www.CreativeTeamPublishing.com
San Diego

Printed in the United States of America