

Implementation Guide

www.talkdebrief.org

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TALK Clinical Debriefing:

Target, Analyse, Learning Points, Key Actions.

The aim of this guide is to support anybody acting as a change agent in the promotion of TALK implementation. It can be used by clinical leaders, managers and teams in their journey to make a difference.

This document follows Kotter’s enhanced 8 steps as its change management model. <https://www.kotterinc.com>

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Step 1: Create a sense of urgency

The need for Clinical Debriefing

There are multiple examples of international guidance supporting the need to perform debriefing as an essential component of safe clinical practice.



1. *Methods and Measures Working Group. WHO Patient Safety. Human factors in patient safety: review of topics and tools. World Health Organization [Internet]. 2009;(April):70.*
2. *NHS England. National Safety Standards for Invasive Procedures (NatSSIPs). London; 2015.*
3. *NHS. 5 Steps for Safer Surgery. London; 2010.*
4. *Agency for Healthcare Research and Quality. Debriefing for Clinical Learning [Internet]. 2019. Available from: <https://psnet.ahrq.gov/primers/primer/36/Debriefing-for-Clinical-Learning>*

Now consider...

Which one of these guidance documents is more relevant for your organisation or department?

How would you describe your current debriefing practice?

What could improve through debriefing practice in your organisation or department?

Is there a specific situation in your organisation that highlights the need for clinical debriefing?

Is your organisation ready? An organisation is ready if it has a climate for change and individuals who are committed to make the change and who are able to dedicate the necessary time, resources, and people.

Step 2: Build a guiding coalition

Establish your TALK leaders

Identify a multidisciplinary team of leaders and staff members with a shared value base as well as the expertise, credibility and motivation necessary to drive a successful TALK debriefing implementation.

Who could your TALK leaders be? Managers, clinical leads, educators, influencers...



Step 3: Form a strategic vision and initiatives

Define your TALK vision

Clarify how the future will be different from the past, and how that future will become a reality.

Link your vision to your sense of urgency.

Discuss with Management and Clinical Leaders:

1. Why would we like to implement TALK for Clinical Debriefing?
2. What do we hope to achieve?
3. How are we going to maintain the change?

Step 4: Enlist a volunteer army

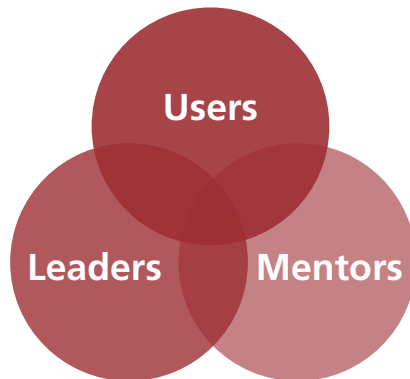
Engage your TALK teams

Identify, inform and engage larger groups of stakeholders and champions in your organisation.

- How will you do this?

Allocate TALK roles: Users, Leaders and potential Mentors.

- User is any staff member following the TALK structure for clinical debriefing
- Mentor is a staff member with additional training and/or debriefing expertise who is capable of training TALK users as well as facilitating complex debriefing conversations or supporting others in doing so.
- Leaders are key individuals driving forward the implementation of TALK for clinical debriefing.



Train all levels of staff that are going to commence using TALK. Contact us for access to training materials if required. Training should preferably be delivered in already existing educational forums for each clinical area.

- Discuss clinical debriefing: who, when and how.
- Reflect with your clinicians: in what situations would they like to use a debriefing?

Step 5: Enable action by removing barriers

Raise TALK bridges

Discuss with potential TALK users and champions:

- How does TALK Debriefing help the clinical area achieve its goals?
- What challenges are the clinicians facing – how could TALK help?
- What are the possible barriers to implementing TALK and their solutions?
- What other successes have you experienced at your workplace which may facilitate introducing TALK Debriefing?
- How can TALK contribute to staff well-being and positive reinforcement of success and good practice?

TALK is a simple tool that requires minimal training (you may download the User Guide from www.talkdebrief.org).

We discourage excessive documentation.

Following up on TALK key actions is essential, but how to do it is up to the team.

Step 6: Generate short term wins

Build and celebrate TALK successes

Identify a clinical area: start in an area where there is enthusiasm, motivation and engagement for the project to start - this is crucial to success.

Plan and run a short pilot and make the changes for improvement as needed, before going live with the TALK project.

How would you share and celebrate TALK success stories at your workplace?

Step 7: Sustain acceleration

Keep TALKing

Disseminate: Advertise TALK via your hospital intranet, during clinical meetings and via posters in clinical areas.

Plan for clinical debriefing sustainability, including the identification of opportunities for further improvement. Build on the change. **How will you keep the momentum?**

Review your action plan with key personnel, and modify according to input.

Step 8: Institute change

Walk the TALK

To make change sustainable, it is vital that it becomes “how we do things around here”.

Make it stick within your organisation. Strong leadership support and continuous communication are essential to achieve this.

How will you ensure that TALK debriefing becomes part of your culture at work?

Key actions include:

1. Teamwork Coaching and Mentoring - Leaders continue to provide ongoing feedback and encouragement to team members.
2. Integration - In order to improve patient safety, your organisation integrates TALK Clinical Debriefing into existing routines and processes.
3. Reinforcement - Positive behaviours and improvements are encouraged. Successes are showcased in your clinical areas and throughout the organisation.
4. Continuous Improvement and Spread - Identify opportunities for further patient safety and quality improvement. Spread the positive changes to other clinical areas in your institution.

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Kotter's change principles

Leadership | Management

In order to capitalise on windows of opportunity, leadership must be paramount - and not just from one executive. It's about vision, action, innovation and celebration, as well as essential managerial process.

Select Few | Diverse Many

More people need to be able to make change happen - not just carry out someone else's directives. Done right, this uncovers leaders at all levels of an organisation; ones you never knew you had.

Head | Heart

Most people aren't inspired by logic alone, but rather by the fundamental desire to contribute to a larger cause. If you can give greater meaning and purpose to your effort, extraordinary results are possible.

Have To | Want To

Those who feel included in a meaningful opportunity will help create change in addition to their normal responsibilities. Existing team members can provide the energy... if you invite them.