

Does a Surgeon Improve or Wreck Operating Room Morale

This form may be used to subjectively compare individual surgeons working within a group or hospital setting. It helps colleagues look for situations that stress a surgical working environment. Concepts from this form may be modified and applied to other teams working within the operating room setting, including anesthesiology, nursing, operating room, administrative and ancillary services.

Each parameter may be scored between zero and three. The sum relates to an individual surgeon's contribution to the working environment within the operating room. The higher the score, the more comfortable the working environment is likely to remain.

Because it is unreasonable to expect a non-specialized observer to objectively assess items such as surgical skill, this form must in no way be considered an objective measure of surgical competence.

Parameters 1 – 4 relate to technical issues. Parameters 5 – 9 relate to issues of personality and group dynamics.

1. Technical Confidence

This question relates to perception of a surgeon's competence and confidence. It is appreciated that only a trained surgeon is able to objectively assess surgical competence. Impatient, aggressive or inconsiderate behavior in response to challenge or stress is destructive to morale.

2. Speed of work

Team members find slower than usual surgery frustrating and tiring. Questions here are self explanatory.

3. Technique

Clumsy surgery might increase risk faced by patients, and is a source of stress to staff.

4. Up-to-date

Application of new techniques before a surgeon is adequately trained, or before the risks and benefits are objectively understood, or before associated staff have been adequately trained is a source of stress in the OR environment. Score three if a balanced view sees no advantage in new techniques.

5. Time-care

Unnecessary delay in start time and increase in turn-around time leads to a longer working day and reduced OR availability for both elective and emergency surgery. This burden reduces morale in a surgical environment.

6. Attitude

The affect presented by personnel in the operating environment directly affects others. Questions are self explanatory.

7. Negotiation style

Questions are self explanatory

8. Office time vs. emergency surgery

Questions are self explanatory

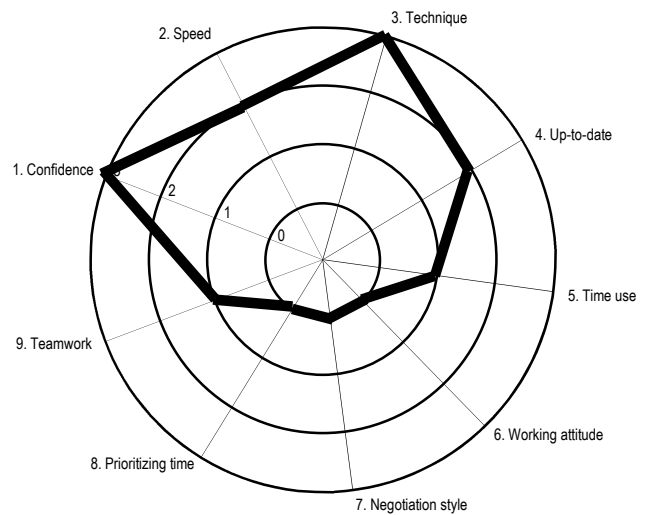
9. Teamwork

Questions are self explanatory.

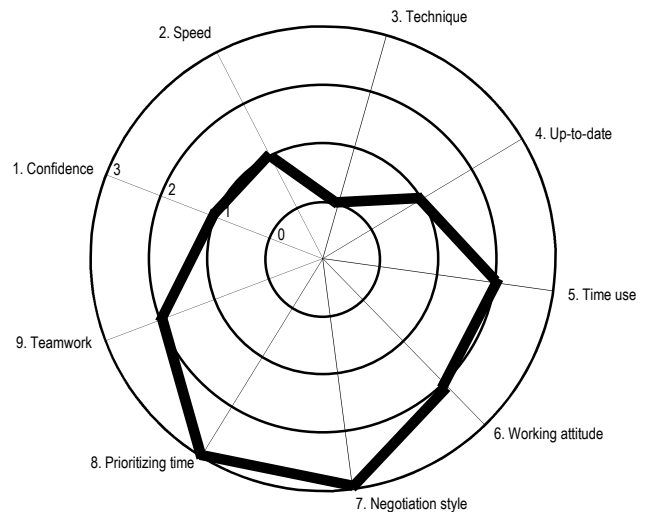
Mark the radials with points representing scores for each parameter. Connect the dots. The area of the resulting polygon represents the emotional pressure presented by that particular surgeon on the operating room system.

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Examples:



Technically skilled, but abrasive
Difficult colleague



Prince of a surgeon, better suited to selling used cars

Evaluate a Surgeon

Date:

Surgeon:

Specialty

Notes

1. Technical confidence

Exudes confidence and competence	3	<input type="checkbox"/>
Technical challenge leads to impatience and inconsiderate behavior	2	<input type="checkbox"/>
More confident when led by another surgeon	1	<input type="checkbox"/>
Technical challenge leads to confusion, aggression or delay	0	<input type="checkbox"/>

2. Work speed

Faster than average	3	<input type="checkbox"/>
Average	2	<input type="checkbox"/>
Slower than average — 150% usual time	1	<input type="checkbox"/>
Very much slower than average — over 200% usual time	0	<input type="checkbox"/>

3. Technique

Tissue work delicate, accurate and consistent	3	<input type="checkbox"/>
Tissue work inconsistent, sometimes rough	2	<input type="checkbox"/>
Fumbling, awkward or hasty technique	1	<input type="checkbox"/>
Consistently indelicate, clumsy, traumatic or inaccurate handling of tissues	0	<input type="checkbox"/>

4. Up-to-date

Balanced application of new techniques	3	<input type="checkbox"/>
Comfortable with obsolete technique; no interest in the new	2	<input type="checkbox"/>
Applies new techniques prematurely	1	<input type="checkbox"/>
Adherence to obsolete technique causes delay or hazard	0	<input type="checkbox"/>

5. Use of time

Usually early; efficient use of time between cases.	3	<input type="checkbox"/>
Usually arrives around 'start' time; minor delays from inefficient turnaround actions	2	<input type="checkbox"/>
Frequently arrives 10 minutes late	1	<input type="checkbox"/>
Lengthy delay to schedule start; significant delay between cases	0	<input type="checkbox"/>

6. Working attitude

Usually upbeat, assertive, professional, cooperative, amusing	3	<input type="checkbox"/>
Benign affect	2	<input type="checkbox"/>
Moody and gloomy	1	<input type="checkbox"/>
Abusive or violent outbursts common and expected	0	<input type="checkbox"/>

7. Negotiation style

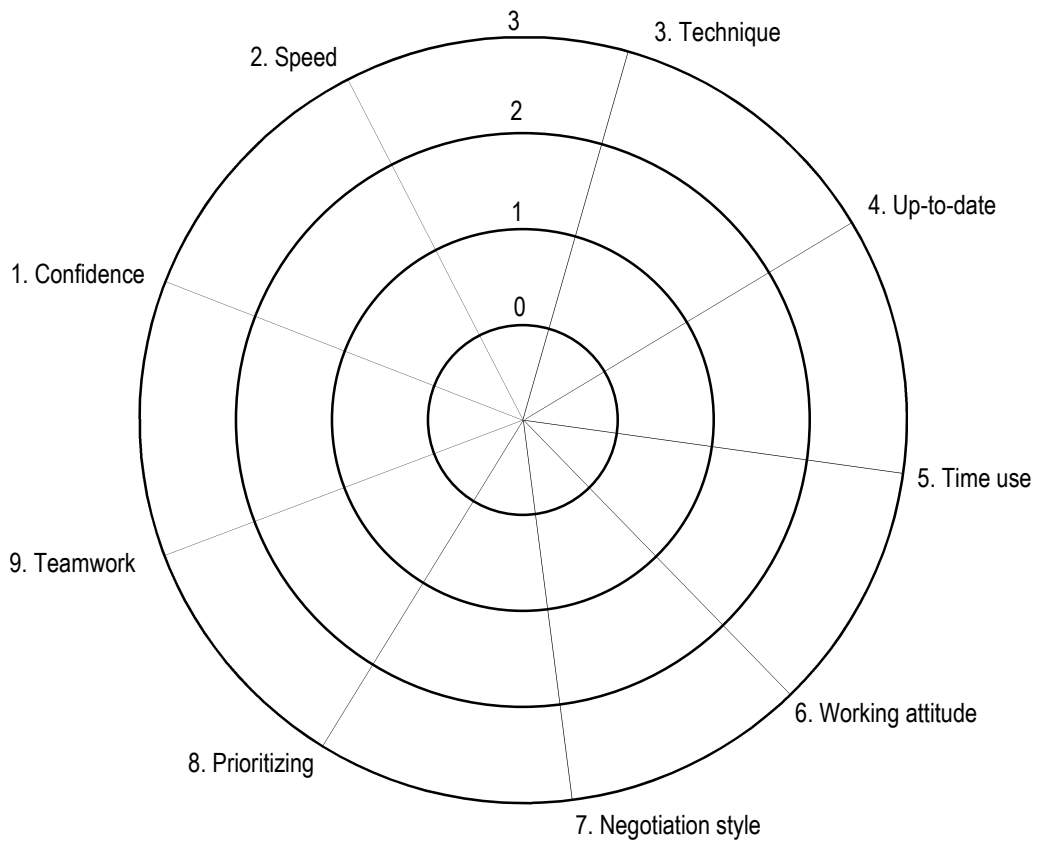
Assertive, discusses, reaches for compromise	3	<input type="checkbox"/>
Assertive but unwilling to discuss or compromise	2	<input type="checkbox"/>
Manipulates environment with gloom and negative remarks	1	<input type="checkbox"/>
Manipulates environment with abusive, explosive or violent outbursts	0	<input type="checkbox"/>

8. Prioritizing OR availability

Adjusts office schedule to accommodate OR schedule	3	<input type="checkbox"/>
Adjusts office schedule to enable emergencies	2	<input type="checkbox"/>
Resents rescheduling office or OR to facilitate emergency surgery	1	<input type="checkbox"/>
Actively opposes schedule change to facilitate emergency surgery	0	<input type="checkbox"/>

9. Teamwork

Leads, cooperates, assertive and open in medical/nursing/administrative matters	3	<input type="checkbox"/>
Accepts properly decided committee and administrative decisions	2	<input type="checkbox"/>
Uninvolved except in an oppositional capacity	1	<input type="checkbox"/>
Actively undermines reasonable decisions and the decision making process	0	<input type="checkbox"/>



Notes

Date

Surgeon

Department