

Third Edition

TOTAL BURN CARE



David N. Herndon

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Preface

With each subsequent edition of *Total Burn Care*, my objective has remained the same: *Total Burn Care* is designed as a text on the management of burned patients, not only for surgeons, anesthesiologists, and residents but also nurses and allied health professionals. This book has served as a sophisticated instruction manual to guide those with less experience through difficult experiences in burn care. Our hope for the future is that through multidisciplinary collaboration, scientists and clinicians will pursue solutions to the perplexing problems that burn survivors must encounter.

Contributions have been selected from a small number of institutions in order to provide a unified approach. We have allowed some repetition of concepts and techniques throughout the text so that each chapter can be self-contained in its discussion of its main topic. Themes covered elsewhere in the literature have been condensed and the bibliographies selected to assure the reader ready access to the expanded literature on current burn care.

New material is added to this book, as with every edition, reflecting the varied physiological, psychological and emotional care of acutely injured burn patients evolving through recovery, rehabilitation, and reintegration back into society and daily life activities. Almost all chapters have been totally rewritten and updated. There are many new chapters and sections in this edition, along with demonstrative color illustrations throughout the book.

The scope of burn treatment extends beyond the preservation of life and function; and the ultimate goal is the return of burn survivors, as full participants, back into their communities.

I would like to express my deep appreciation to many respected colleagues and friends for their contributions to the third edition of *Total Burn Care*. Grateful acknowledgment is given to the many authors whose time and expertise made this book possible, especially to the Shriners Hospitals for Children staff.

Sincere appreciation goes to Tiaá Bourgeois, for her excellent secretarial assistance.

I am grateful to the Elsevier publishing staff for their support and cooperation in maintaining a high standard in the development and preparation of the third edition. I wish to recognize Ms. Sharon Nash, Senior Development Editor who guided this book throughout the development process.

Finally, I would like to thank my wife, Rose, for her invaluable support.

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David N. Herndon
2006

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History of treatments of burns

Robert E. Barrow and David N. Herndon

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The treatment of burns is over 3500 years old with the first direct evidence found in the cave paintings of Neanderthal man. Documentation in the Egyptian Smith papyrus of 1500 BC advocated a salve of resin and honey.¹ In 600 BC, the Chinese used tinctures and extracts from tea leaves. Nearly two hundred years later Hippocrates described the use of rendered pig fat and resin which was impregnated in bulky dressings. This was alternated with warm vinegar soaks augmented with tanning solutions made from oak bark. Celsus, in the first century AD, mentioned the use of wine and myrrh, a lotion probably used for its bacteriostatic properties. Galen, who lived from AD 130–210, used a vinegar and open wound exposure technique.¹ The Arabian physician Rhases recommended the use of cold water for the alleviation of pain associated with burns. Ambroise Paré (AD 1510–1590), who advocated a variety of ointments and poultices from medieval excremental alchemy, effectively treated burns with onions, and described a procedure for early burn wound excision. Guilihelmus Fabricius Hildanus, a German surgeon, published *De Combustionibus* in 1607 in which he discussed the pathophysiology of burns and made unique contributions to the treatment of contractures. In 1797, Edward Kentish published an essay describing pressure dressings as a means to relieve burn pain and blisters. Around this same period of time, Marjolin identified squamous cell carcinomas that developed in chronic open burn wounds. In the early 19th century, Dupuytren² reviewed the care of 50 burn patients treated with occlusive dressings and developed a classification of burn depth that remains in use today (Figure 1.1). He was perhaps the first to recognize gastric and duodenal ulceration as a complication of severe burns, a problem that was discussed in more detail by Curling of London in 1842.³

Dr Truman G Blocker Jr demonstrated the value of a multi-disciplinary team approach to burn care and used this team approach on April 16, 1947 when two freighters loaded with ammonium nitrate fertilizer exploded at a dock in Texas City, killing 560 people and injuring more than 3000 (Figure 1.2). Dr Blocker mobilized the University of Texas Medical Branch in Galveston and soon truckloads of casualties began arriving. This ‘Texas City Disaster’ is still known as the deadliest industrial accident in American history. For 9 years, Drs Truman and Virginia Blocker followed more than 800 of these burn patients and published a number of papers and government reports. The Blockers became renowned for their work on burns with both receiving the Harvey Allen Distinguished Service Award from the American Burn Association. He was also recognized for his pioneering research in burns and treating children ‘by cleansing, exposing the burn wounds to air, and feeding them as much as they could tolerate.’ In 1962, his dedication to treating burned children convinced the Shriners of North America to build their first burn institute for children in Galveston, Texas.⁴

Most of the major advances in burn care have occurred within the last six decades. Between 1942 and 1952, shock, sepsis, and multi-organ failure caused a 50% mortality rate in children with burns covering 50% of their total body surface area.⁵ Recently, burn care in children has improved survival such that a greater than 95% total body surface area burn can be survived over 50% of the time.⁶ Improvements have been made in resuscitation, control of infection, support of the hypermetabolic response, nutritional support, prevention of stress ulcers, treatment of major inhalation injuries, early closure and coverage of the burn wound, effective use of anabolic agents, and the multidisciplinary team approach to burn care and rehabilitation.

Andrew M Munster became interested in measuring the quality of life after a severe burn in the 1970s, when excisional surgery and other improvements had led to a dramatic decrease in mortality (Figure 1.3). First published in 1979, his Burn Specific Health Scale became the foundation for most modern studies in burn outcome. The scale has since been improved, updated, and the scales, originally designed for adults, extended to children.

Fluid resuscitation

The foundation leading to our current fluid and electrolyte management began with the studies of Frank P Underhill who, as Professor of Pharmacology and Toxicology at Yale, studied



Fig. 1.1 Dupuytren.



Fig. 1.3 Andrew M Munster.



Fig. 1.2 Truman G Blocker Jr.

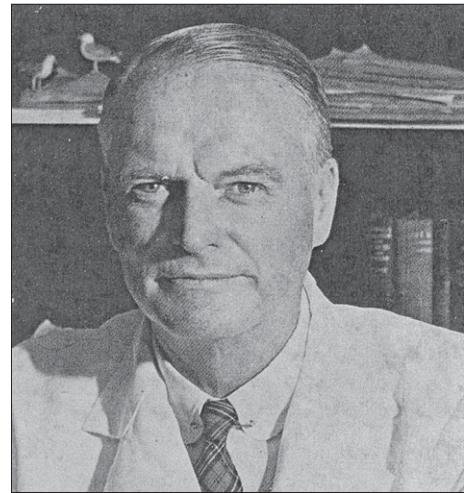


Fig. 1.4 Oliver Cope.

20 individuals burned in a 1921 fire at the Rialto Theater.⁷ Underhill found that blister fluid had a composition similar to plasma and could be replicated by a salt solution containing protein. He suggested that burn patient mortality was due to loss of fluid and not, as previously thought, from toxins. In 1944, Lund and Browder estimated burn surface areas and developed diagrams by which physicians could easily draw the burned areas and derive a quantifiable percent describing the surface area burned.⁸ This led to fluid replacement strategies based on surface area burned. Knaysi et al.⁹ proposed a simple 'rule of nines' for evaluating the percentage of body surface area burned. In 1946, Drs Oliver Cope and Francis Moore were able to quantify the amount of fluid required for ade-

quate resuscitation by analyzing young adults who were trapped inside the burning Coconut Grove Nightclub in Boston (Figure 1.4 and Figure 1.5). They postulated that the space between cells was a major recipient of plasma loss, causing swelling in both injured and uninjured tissues in proportion to the burn size.¹⁰ Moore concluded that additional fluid, over that collected from the sheets and measured as evaporative water loss, was needed in the first 8 hours after burn to replace 'third space' loss. He then developed a formula for replacement of fluid based on the percent of the body surface area burned.¹¹ Kyle and Wallace showed the heads of children were relatively larger and the legs relatively shorter than adults and modified the fluid replacement formulas for use in



Fig. 1.5 Francis Moore.

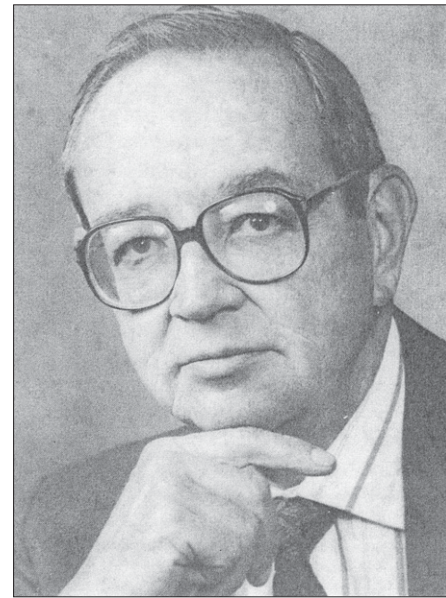


Fig. 1.6 Baxter.

TABLE 1.1			
Formula	Crystalloid volume	Colloid volume	Free water
Evans	mL/kg/% burn normal saline	1.0mL/kg/% burn	2.0 liters
Brooke	1.5 ml/kg/% TBSA lactated Ringer's	0.5 mL/kg/% TBSA burn	2.0 liters
Parkland	4 mL/kg/% TBSA	None	None
Modified Brooke	2 mL/kg/% burn first 24 hours		
Hypertonic (Monafo)	250mEq/L Na ⁺ in volume to maintain urine output @ 30mL/hour		
Warden	Lactated Ringer's + 50 mEq NaHCO ₃ (180 mEq Na ⁺ /L for 8 hours)		
SBH-Galveston	5000 mL/m ² burned + 1500 mL/m ² total	None	None

children.¹² Evans and his colleagues made recommendations relating fluid requirements to body weight and surface area burned.¹³ From their recommendations, normal saline (1.0 mL/kg/% burn) plus colloid (1.0 mL/kg/% burn) along with 2000 mL D5W to cover insensible water losses was infused over the first 24 hours after burn. One year later, Reiss et al presented the Brooke formula¹⁴ which modified the Evans formula by substituting lactated Ringer's for normal saline and decreasing the amount of colloid given. Baxter and Shires developed a formula without colloid, which is now referred to as the Parkland formula (Figure 1.6).¹⁵ This is perhaps the most widely used formula today and recommends; 4 mL of Ringer's lactate/kg/% TBSA (total body surface area) burned/24 hours after burn. All of these formulas advocate giving half of the fluid in the first 8 hours and the other half in the subsequent 16 hours after burn (Table 1.1). The greatest quantity of solute

is given in the first 24 hours after burn. After that, more hypotonic solutions are given to replace evaporative water loss. Baxter and Shires discovered that after cutaneous burn, fluid is not only deposited in the interstitial space but marked intracellular edema also develops. The excess disruption of the sodium–potassium pump activity results in the inability of cells to remove excess fluid. They also showed that protein, given in the first 24 hours after injury, was not necessary and postulated that, if used, it would leak out of the vessels and cause edema to exacerbate. This was later substantiated in studies of burn patients with toxic inhalation injuries.¹⁶

After a severe thermal injury, fluid accumulates in the wound. Unless there is an adequate and early fluid replacement hypovolemic shock will develop. A prolonged systemic inflammatory response to severe burns can lead to multi-organ

dysfunction, sepsis, and even mortality. It has been suggested that for maximum benefit, fluid resuscitation should begin as early as 2 hours after burn.^{17,18} Fluid requirements in children are greater with a concomitant inhalation injury, delayed fluid resuscitation, and larger burns.

Control of infection

Another major advancement in burn care that has decreased mortality is the control of infection. Between 1966–1975, 60–80% of patients with burns over 50% of their total body surface died of bacterial sepsis. With the introduction of efficacious silver-containing topical antimicrobials, burn wound sepsis rapidly decreased. Early excision and coverage further decreased morbidity and mortality from burn wound sepsis. In 1965, Carl Moyer¹⁹ initially used 0.5% silver nitrate soaks as a potent topical antibacterial agent for burn wounds.

Mafenide acetate (Sulfamylon), a drug used by the Germans for treatment of open wounds in World War II, was adapted for treating burns at the Institute of Surgical Research in San Antonio by microbiologist Robert Lindberg and surgeon John Moncrief.²⁰ This antibiotic would penetrate third-degree eschar and was extremely effective against a wide spectrum of pathogens. Simultaneously, Charles Fox²¹ in New York, developed silver sulfadiazine cream (Silvadene), which was almost as efficacious as mafenide acetate cream. While mafenide penetrates the burn eschar quickly, it is a carbonic anhydrase inhibitor which can cause systemic acidosis and compensatory hyperventilation and may lead to pulmonary edema. Because of its success in controlling infection in burns combined with minimal side effects, silver sulfadiazine has become the mainstay of topical antimicrobial therapy. Nystatin in combination with silver sulfadiazine has been used to control *Candida*²² at Shriners Burns Hospital for Children in Galveston, Texas. Mafenide acetate, however, remains useful in treating invasive wound infections.²³

Hypermetabolic response to trauma

Major decreases in mortality have resulted from a better understanding of how to support the hypermetabolic response to severe burns. This response is characterized by an increase in the metabolic rate and peripheral catabolism. The catabolic response was described by Sneve²⁴ as exhaustion and emaciation and he recommended a nourishing diet and exercise. Cope et al.²⁵ quantified the metabolic rate in patients with moderate burns, and Francis Moore²⁶ advocated the maintenance of cell mass by continuous feeding to prevent catabolism after trauma and injury. Over the last 20 years the hypermetabolic response to burn has been shown to cause increased metabolism, negative nitrogen balance, glucose intolerance, and insulin resistance. In 1974, Douglas Wilmore and colleagues²⁷ defined catecholamines as the primary mediator of this response. He showed that catecholamines were 5 to 6-fold elevated after major burns, causing an increase in peripheral lipolysis and catabolism of peripheral protein. Hart et al.²⁸ further showed that the metabolic response rose with increasing burn size, reaching a plateau at a 40% TBSA burn. Bessey, in 1984, demonstrated that the stress response

required not only catecholamines but also cortisol and glucagon. Wilmore et al.²⁹ examined the effect of ambient temperature on the hypermetabolic response to burns and found that burn patients desired an environmental temperature of 33°C and were striving for a core temperature of 38.5°C. Thus, warming the environment from 28° to 33°C decreased the hypermetabolic response substantially, but did not abolish it. Wilmore suggested that the wound itself served as the afferent arm of the hypermetabolic response and its consuming greed for glucose and other nutrients, at the expense of the rest of the body, stimulated the stress response.³⁰ He felt that heat was produced by biochemical inefficiency, later defined by Robert Wolfe,³¹ as futile substrate cycling. Wolfe et al. also demonstrated that burned patients were glucose-intolerant and insulin-resistant³² with an increase in glucose transport to the periphery but a decrease in glucose uptake into the cells.³³

Nutritional support

Shaffer and Coleman advocated high caloric feedings to burn patients as early as 1909 while Wilmore in 1971 supported supranormal feeding with a caloric intake as high as 8000 kcal/day. P William Curreri³⁴ retrospectively looked at a number of burned patients to quantify the amount of calories required to maintain body weight over a period of time (Figure 1.7). In a study of nine adults with 40% TBSA, he found when given a maintenance feeding at 25 kcal/kg plus an additional 40 kcal/% TBSA burned per day, their body weight could be maintained during acute hospitalization. Sutherland³⁵ proposed that children should receive 60 kcal/kg body weight plus 35 kcal/% TBSA burned per day. Herndon et al.³⁶ subsequently showed that supplemental parenteral nutrition increased both



Fig. 1.7 P William Curreri.

immune deficiency and mortality, and recommended continuous enteral feeding as a standard treatment for burns.

Stress ulcers

Nearly 150 years ago, Dupuytren and Curling defined acute gastrointestinal ulcers as major problems after burn. Czaja, McAlhany, and Pruitt³⁷ at the Institute of Surgical Research in San Antonio studied burn patients and found gastric erosions in 86% of all burns over 40% TBSA (Figure 1.8). The incidence of gastric erosion was reduced by scheduling antacids to treat the low pH. This led to the now traditional protocol of measuring gastric pH on an hourly basis and alternating Maalox and/or Amphogel to adjust the gastric pH. This has virtually eliminated gastric ulcers as a problem in patients with a major burn. Continuous enteral feeding also helps maintain the integrity of gut mucosa, decreases bacterial translocation, and minimizes the need for antacids.

Early excision

One of the most effective therapies in decreasing mortality from major thermal injuries has been the early excision of the burn wound and its coverage.³⁸ Jackson and colleagues³⁹ pioneered excision and grafting, beginning in 1954, with burns of 3% TBSA gradually increasing up to burns covering 30% TBSA. Janzekovic,⁴⁰ working alone in Yugoslavia in the 1960s, developed the concept of removing deep second-degree burns by tangential excision with a simple uncalibrated knife (Figure 1.9). She treated 2615 patients with deep second-degree burns by tangential excision of eschars between the third and fifth day after burn and covered the excised wound with autografts which allowed patients to return to work within 2 weeks or so from the time of injury. William Monafo⁴¹ was one of the first

Americans to advocate the use of excision and grafting techniques of larger burns (Figure 1.10). Dr John Burke,⁴² while at Massachusetts General Hospital in Boston, reported an unprecedented survival after massive excision to the level of fascia in children with burns over 80% TBSA and practiced early burn excision throughout the early 1970s and 1980s using a combination of tangential excision for the smaller



Fig. 1.9 Janzekovic.



Fig. 1.8 Pruitt.



Fig. 1.10 William Monafo.

burns (Janzekovic's technique) and excision to the level of fascia for the larger burns (Figure 1.11). He showed a decrease both in length of hospital stay and mortality in massively burned patients. Lauren Engrav et al.⁴³ compared tangential excision versus non-operative treatment in burns of indeterminate depth. Their randomized prospective study, conducted in 1983, showed that deep second-degree burns of <20% TBSA when grafted early, allowed patients to return to work earlier, reduced hospital time, and showed less hypertrophic scarring. Herndon et al.,⁴⁴ in a randomized prospective study, showed a decrease in mortality in massively burned adults with third-degree burns when treated with early excision of the total burn wound as opposed to conservative treatment. He also reported that these massively burned children with 98% TBSA burns have a 50% survival rate.^{45,46}

Skin grafting

Progress in skin grafting techniques has paralleled the developments in wound excision. A Swiss medical student, JI Reverdin, performed reproducible skin grafts⁴⁷ in 1869. The method gained widespread attention throughout Europe, but since the results were extremely variable the method quickly fell into disrepute. JS Davis⁴⁸ resurrected this technique in the United States during the 1930s and reported the use of 'small deep grafts' later known as pinch grafts. Split-thickness skin grafts were accepted during the 1930s due in part to improved and reliable instruments. The Humby knife, developed in 1936, was the first reliable dermatome, but was cumbersome. Padgett and Hood developed an adjustable dermatome which had cosmetic advantages. Padgett⁴⁹ also developed a system for categorizing skin grafts into four types based upon thickness. Tanner and colleagues,⁵⁰ in 1964, revolutionized burn wound grafting with the development of the meshed skin graft and J

Wesley Alexander⁵¹ gave us a simple method of widely expanding autograft skin and then covering it with cadaver skin (Figure 1.12). This has since been the mainstay in the treatment of massively burned individuals. Jack Burke⁵² developed an artificial skin in 1981, which is marketed today as IntegraTM. He first used this artificial skin on very large burns which covered over 80% of the TBSA. David Heimbach led one of the early multicenter randomized clinical trials using IntegraTM.⁵³ The development of tissue cultured grown skin by Bell et al.,⁵⁴ in combination with an artificial dermis, perhaps offers the best opportunity for better outcomes.

Inhalation injury

During the 1950s and 1960s burn wound sepsis, nutrition, kidney dysfunction, wound coverage, and shock were the main focus of burn care specialists.⁵⁵ Over the last 25 years these problems have been clinically treated with more and more success; thus, a greater interest in inhalation injury evolved. A simple classification of inhalation injury separates problems occurring in the first 24 hours after injury, which include upper airway obstruction and edema, from those which manifest after 24 hours. These include pulmonary edema and tracheobronchitis, which can progress to pneumonia, mucosal edema, and airway occlusion due to the formation of airway plugs from mucosal sloughing.^{55,56} The extent of damage from the larynx to tracheobronchial tree depends upon the solubility of the toxic substance and duration of exposure. Nearly 45% of inhalation injuries are limited to the upper airways above the vocal cords while 50% have an injury to the major airways. Less than 5% have a direct parenchymal injury that results in early acute respiratory death.⁵⁵

With the development of objective diagnostic methods the incidence of an inhalation injury in burned patients can now be



Fig. 1.11 John Burke.



Fig. 1.12 J Wesley Alexander.

identified and its complications identified. Xenon-133, scanning was first used in 1972 in the diagnosis of inhalation injury.^{57,58} When this radioisotope method is used in conjunction with a medical history the identification of inhalation injury is quite reliable. The fiberoptic bronchoscope is another diagnostic tool which under topical anesthesia can be used for early diagnosis of inhalation injury.⁵⁹ It also is capable of pulmonary lavage to remove airway plugs and particulate matter.

Shirani, Pruitt, and Mason⁶⁰ reported that smoke inhalation injury and pneumonia, in addition to age and burn size, greatly increased burn mortality. The realization that the physician should not under-resuscitate burn patients with an inhalation injury was emphasized by Navar et al.⁶¹ and Herndon et al.⁶² A major inhalation injury requires 2 mL/kg/% TBSA burn more fluid in the first 24 hours postburn to maintain adequate urine output and organ perfusion. Multicenter studies looking at patients with adult respiratory distress have advocated respiratory support at low peak pressures to reduce the incidence of barotrauma.

The high-frequency oscillating ventilator, advocated by Cioffi⁶³ and Cortiella et al.,⁶⁴ has added the benefit of pressure ventilation at low tidal volumes with rapid inspiratory minute volume which provides a vibration to encourage inspissated sputum to travel up the airways. The use of heparin, N-acetylcysteine, nitric oxide inhalation, and bronchodilator aerosols have been used with some apparent benefit at least in pediatric populations.^{23,65,66}

Inhalation injury still remains one of the most prominent causes of death in thermally injured patients. In children the lethal burn area for a 10% mortality without a concomitant inhalation injury is a 73% total body surface area burn, but with an inhalation injury, the lethal burn size for a 10% mortality rate is a 50% body surface area burn.⁴⁶

Summary

The evolution of burn treatments has been extremely exciting over the last 40 years. It is our hope that the next 10 years will witness the development of an artificial skin which combines the concepts of Burke et al.⁶⁷ with the tissue culture technology described by Bell.⁵⁴ Inhalation injury, however, remains one of the major determinants of mortality in severely burned children and adults. Further improvements in several of smoke inhalation injuries are expected through the development of arterial venous CO₂ removal and extracorporeal membrane oxygenation devices.⁶⁸ Perhaps even lung transplants will fit into the treatment regimen for end-stage pulmonary failure. Our goals continue to strive for a better understanding of the pathophysiology of contractures and hypertrophic scar formation in order to effectively treat scar formation and how to modulate it in a positive manner. Further decreases in burn mortality can be expected; however, continued advances are necessary to understand how to rehabilitate patients and return them to a productive life.

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Teamwork for total burn care: achievements, directions, and hopes

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Major burn injury evokes strong emotional responses in most lay persons and health professionals who are confronted by the spectre of pain, deformity, and potential death associated with significant burns. Severe pain and repeated episodes of sepsis followed by predictable outcomes of either death or a survival encumbered by pronounced disfigurement and disability has been the expected pattern of sequelae to serious burn injury for most of mankind's history.¹ However, these dire consequences have, over time, been ameliorated so that, while burn injury is still intensely painful and sad, the probability of resultant death has been significantly diminished. As illustrated in Table 2.1, during the decade prior to 1951, a 49% mortality rate occurred in young adults (15–43 years of age) with total body surface area (TBSA) burns of 45% or greater.² Forty years later, statistics from the pediatric and adult burn units in Galveston, Texas indicated that the 49% mortality rate accompanied a 70% or greater TBSA for the same age group. In 2006, those mortality figures have improved even more dramatically, so that almost all infants and children, when resuscitated adequately and quickly, can be expected to survive.³ Although improved survival was the primary focus of burn treatment advancement for many decades, that goal has now virtually been accomplished.

Such improvement in forestalling death is a direct result of the maturation of the science of burn care. Scientifically sound analyses of patient data have led to the development of formulas for fluid resuscitation^{4–7} and nutritional support.^{8,9} Clinical research has demonstrated the utility of topical antimicrobials in delaying onset of sepsis, thereby contributing to decreased mortality of burn patients.¹⁰ Prospective randomized clinical trials have determined the efficacy of early surgical therapy in improving survival for many burned patients by decreasing

blood loss and by diminishing the occurrence of sepsis.^{11–16} Basic science and clinical research have contributed to decreased mortality by describing pathophysiology related to inhalation injury and suggesting treatment methods which have decreased the incidence of pulmonary edema and pneumonia.^{17–20} Scientific investigations of the hypermetabolic response to major burn injury have led to improved management of this life-threatening phenomenon, resulting not only in diminished loss of life but also promising improved quality of life.^{21–35}

Melding scientific research with clinical care has been promoted throughout the recent history of burn care, in large part because of the aggregation of burned patients into single purpose units staffed by dedicated healthcare personnel. Dedicated burn units were first established in Great Britain in order to facilitate nursing care.³⁶ The first US burn center was established at the Medical College of Virginia in 1946 followed that same year by the US Army Surgical Research Unit, later renamed the US Army Institute of Surgical Research.³⁶ Directors of both of these centers and later the founders of the Burn Hospitals of Shriners Hospitals for Children emphasized the importance of collaboration between clinical care and basic scientific disciplines.¹ The organizational design of these centers stimulated the formation of a self-perpetuating feedback loop of clinical and basic scientific inquiry.³⁶ Scientists in such a system receive first-hand information about clinical problems while clinicians receive provocative ideas about patient responses to injury from experts of other disciplines. Advances in burn care attest to the value of a dedicated burn unit organized around the concept of a collegial group of basic scientists, clinical researchers, and clinical care givers, all asking questions of each other, sharing observations and information, and together seeking solutions to improve the welfare of their patients (Figure 2.1).

Findings of the group at the Army Surgical Research Institute pointed out the necessity of involving many disciplines in the treatment of patients with major burn injuries and stressed the utility of a team concept.¹ The International Society of Burn Injuries and its journal, *Burns*, and the American Burn Association with its publication, *Journal of Burn Care and Research*, have publicized to widespread audiences the notion of successful multidisciplinary work by burn teams.

Members of a burn team

As illustrated by a perusal of the contents of either of the aforementioned journals and by the contents of this volume, the burn team can include epidemiologists, molecular biolo-

TABLE 2.1 PERCENT TOTAL BODY SURFACE AREA (TBSA) BURN FOR AN EXPECTED MORTALITY OF 50% IN 1952, 1993, AND 2006

Age (years)	1953 [†] (% TBSA)	1993* (% TBSA)	2006 [°] (% TBSA)
0–14	49	98	99
15–44	46	72	88
45–65	27	51	75
>65	10	25	33

[†]Bull, JP, Fisher, AJ. *Annals of Surgery* 1954;139.
^{*}Shriners Hospital for Children and University of Texas Medical Branch, Galveston, Texas.
[°]Pereira CT et al. *J Am Coll Surg* 2006; 202(3): 536–548 and unpublished data. PP. 1138–1140 (PC65)



Fig. 2.1 Different experts from diverse disciplines gather together with common goals and tasks, sharing overlapping values to achieve their objectives. (Reprinted with permission from: Barret JP, Herndon DN, eds. *Color atlas of burn care*. London: WB Saunders; 2001.)

gists, microbiologists, physiologists, biochemists, pharmacists, pathologists, endocrinologists, nutritionists, and numerous other scientific and medical specialists. Burn injury is a complex systemic injury, and the search for improved methods of treatment leads to inquiry from many approaches. Each scientific finding stimulates new questions and potential involvement of additional specialists.

At times, the burn team can be thought of as including the environmental service workers responsible for cleaning the unit, the volunteers who may assist in a variety of ways to provide comfort for patients and families, the hospital administrator, and many others who support the day-to-day operations of a burn center and significantly impact the well-being of patients and staff. The traditional concept of the burn team, however, connotes the multidisciplinary group of direct-care providers. Burn surgeons, nurses, dietitians, and physical and occupational therapists are the skeletal core; most burn units include anesthesiologists, respiratory therapists, pharmacists, and social workers. In recent years, as mortality rates have decreased, interest has intensified in the quality of life for burn

survivors, both acutely in the hospital and for the long term. Consequently, more burn units have added psychologists, psychiatrists, and, more recently, exercise physiologists to their burn-team membership. In pediatric units, child life specialists and school teachers are significant members of the team of care takers as well.

Infrequently mentioned as members of the team, but obviously important in influencing the outcome of treatment, are the patient and the family of the patient. Persons with major burn injuries contribute actively to their own recovery, and each brings individual needs and agendas into the hospital setting which influence the ways in which treatment is provided by the professional care team.³⁷ The patient's family members often become active participants; obviously so in the case of children, but also in the case of adult patients. Family members become conduits of information from the professional staff to the patient; they act, at times, as spokespersons for the patient, and at other times, they become advocates for the staff in encouraging the patient to cooperate with dreaded procedures.

With so many diverse personalities and specialists potentially involved, it may appear absurd to purport to know what or who constitutes a burn team. Yet references to the 'burn team' are plentiful, and there is common agreement on some specialists whose expertise is required for excellent care of significant burn injury.

Surgeons

A burn surgeon is the key figure of the burn team. Either a general surgeon or a plastic surgeon or, perhaps, both with expertise in providing emergency and critical care, as well as the techniques of skin grafting and amputations, provides leadership and guidance for the rest of the team which may include several surgeons. The surgeon's leadership is particularly important during the early phase of patient care when moment-to-moment decisions must be made based on the surgeon's knowledge of the physiologic responses to the injury, the current scientific evidence, and the appropriate medical/surgical treatment. The surgeon must not only possess knowledge and skill in medicine but must also be able to communicate clearly, both receiving and giving information, with a diverse staff of experts in other disciplines. The surgeon cannot alone provide comprehensive care but must be wise enough to know when and how to seek counsel as well as how to give directions clearly and firmly to direct activities surrounding patient care. The senior surgeon of the team is accorded the most authority and control of any member of the team and, thus, bears the responsibility and receives the accolades for the success of the team as a whole.³⁷

Nurses

The nurses of the burn team represent the largest single disciplinary segment of the burn team, providing continuous coordinated care to a patient.³⁶ The nursing staff is responsible for technical management of the 24-hour physical treatment of the patient. As well, they provide emotional support to the patient and patient's family and control the therapeutic milieu

that allows the patient to recover. The nursing staff is often the first to identify changes in the patient's condition and initiate therapeutic interventions.³⁶ Because recovery from a major burn is a rather slow process, burn nurses combine the qualities of sophisticated intensive care nursing with the challenging aspects of psychiatric nursing. Nursing case management can play an important role in burn treatment, extending the coordination of care beyond the hospitalization through the lengthy period of outpatient rehabilitation.

Anesthesiologists

An anesthesiologist who is an expert in the altered physiologic parameters of the burned patient is critical to the survival of the patient, who usually undergoes multiple surgical procedures acutely. Anesthesiologists on the burn team must be familiar with the phases of burn recovery and the physiologic changes to be anticipated as the burn wounds heal.¹ Anesthesiologists play significant roles in facilitating comfort for burned patients, not only in the operating room but also in the painful ordeals of dressing changes, removal of staples, and physical exercise.

Respiratory therapists

Inhalation injury, prolonged bed rest, fluid shifts, and the threat of pneumonia concomitant with burn injury render respiratory therapists essential to the patient's welfare.³⁶ They evaluate pulmonary mechanics, perform therapy to facilitate breathing, and closely monitor the status of the patient's respiratory functioning.

Rehabilitation therapists

Occupational and physical therapists begin at the patient's admission to plan therapeutic interventions to maximize functional recovery. Burned patients require special positioning and splinting, early mobilization, strengthening exercises, endurance activities, and pressure garments to promote healing while controlling scar formation. These therapists must be very creative in designing and applying the appropriate appliances. Knowledge of the timing of application is necessary. In addition, rehabilitation therapists must become expert behavioral managers for their necessary treatments are usually painful to the recovering patient who will resist in a variety of ways. While the patient is angry, protesting loudly, or pleading for mercy, the rehabilitation therapist must persist with aggressive treatment in order to combat quickly forming and very strong scar contractures. The same therapist, however, typically is rewarded with adoration and gratitude from an enabled burn survivor.

Nutritionists

A nutritionist or dietitian monitors daily caloric intake and weight maintenance and recommends dietary interventions to provide optimal nutritional support to combat the hypermetabolic response of burn injury. Caloric intake as well as intake of appropriate vitamins, minerals, and trace elements

must be managed to promote wound healing and facilitate recovery.

Psychosocial experts

Psychiatrists, psychologists, and social workers with expertise in human behavior and psychotherapeutic interventions provide continuous sensitivity in caring for the emotional and mental well-being of patients and their families. These professionals must be knowledgeable about the process of burn recovery as well as human behavior in order to make optimal interventions. They serve as confidants and supports for the patients, families of patients, and on occasion, for other burn team members.³⁸ They often assist colleagues from other disciplines in developing behavioral interventions with problematic patients which allow the colleague and the patient to achieve therapeutic success.³⁹ During initial hospitalization, these experts attend to managing the patient's mental status, pain tolerance, and anxiety level to provide comfort to the patient and also to facilitate physical recovery. As the patient progresses toward rehabilitation, the role of the mental health team becomes more prominent in supporting optimal psychological, social, and physical rehabilitation.

Functioning of a burn team

Gathering together a group of experts from diverse disciplines will not constitute a team.⁴⁰ In fact, the diversity of the disciplines, in addition to individual differences of gender, ethnicity, values, professional experience, and professional status render such teamwork a process fraught with opportunities for disagreements, jealousies, and confusion.⁴¹ The process of working together to accomplish the primary goal, i.e. a burn survivor who returns to a normally functional life, is further complicated by the requirement that the patient and family of the patient collaborate with the professionals. It is not unusual for the patient to attempt to diminish his immediate discomfort by pitting one team member against another or 'splitting' the team. Much as young children will try to manipulate parents by going first to one and then to the other, patients, too, will complain about one staff member to another or assert to one staff member that another staff member allows less demanding rehabilitation exercises or some special privilege.⁴² Time must be devoted to a process of trust-building among the team members. It is imperative that the team communicate — openly and frequently — or the group will lose effectiveness.

The group becomes a team when they have common goals and tasks to be accomplished and when they share, as individual members, overlapping values that will be served by accomplishing their goals.^{43,44} The team becomes an efficient work group through a process of establishing mechanisms of collaboration and cooperation which facilitate focusing on explicit tasks rather than on covert distractions of personal need and interpersonal conflict.^{44,45} Work groups develop best in conditions which allow each individual to feel acknowledged as valuable to the team.^{46,47}

A burn team has defined and shared goals with clear tasks. For the group of burn experts to become an efficient team, skillful leadership that facilitates the development of shared

values among team members and ensures the validation of the members of the team as they accomplish tasks is necessary. The burn team consists of many experts from diverse professional backgrounds; and each profession has its own culture, its own problem-solving approach, and its own language.⁴⁸ For the team to benefit fully from the expertise of the members of the team, every expert voice must be heard and acknowledged. Team members must be willing to learn from each other, eventually developing their own culture and communicating in language that all can understand. Attitudes of superiority and prejudice are most disruptive to the performance of the team.

There will be disagreement and conflict, but these can be expressed and resolved in a respectful manner. Research suggests that intelligent management of emotions is linked with successful team performance in problem solving and in conflict resolution.⁴⁹ When handled well, conflicts and disagreements can result in increased understanding and new perspectives which can, in turn, enhance working relationships⁵⁰ and lead to improved care for the patient.⁵¹

The acknowledged formal leader of the team is the senior surgeon who may find the arduous job of medical and social leadership difficult and perplexing. Empirical studies, with remarkable consistency, indicate that the required functions for successful leadership can be grouped into two somewhat incompatible clusters:

- to direct the group toward tasks and goal attainment; and
- to facilitate the interaction of the group members, enhancing their feelings of worth.^{44,47,51–54}

Task-oriented behavior by the leader may at times clash with the needs of the group for emotional support. During those times, the team may inadvertently impede the successful performance of both the leader and the team as the group seeks alternate means of establishing feelings of self-worth. When the social/emotional needs of the group are not met, the group begins to spend more time attempting to satisfy individual needs and less time pursuing task-related activity.

Studies of group behavior demonstrate that high performance teams are characterized by synergy between task accomplishment and individual need fulfillment.^{44,52} Since one formal leader cannot always attend to task and interpersonal nuances, groups allocate, informally or formally, leadership activities to multiple persons.^{44,45,47,53} The literature in organizational behavior indicates that the most effective leader is one who engages the talents of others and empowers them to utilize their abilities to further the work of the group.^{44,45,53} Failure to empower the informal leaders limits their abilities to contribute fully.

For the identified leader of the burn team, i.e. the senior surgeon, to achieve a successful, efficient burn team, it is

important that the leader be prepared to share leadership with one or more ‘informal’ leaders in such a way that all leadership functions are fulfilled.^{44,45,47,53,55} The prominence and the identity of any one of the informal leaders will change according to situational alteration. The successful formal leader will encourage and support the leadership roles of other members of the team, developing a climate in which the team members are more likely to cooperate and collaborate toward achievement beyond individual capacity.

For many physicians, the concept of sharing leadership and power appears at first to be threatening, for it is the physician, after all, who must ultimately write the orders and be responsible for the patient’s medical needs.⁵⁶ However, sharing power does not mean giving up control.⁵³ The physician shares leadership by seeking information and advice from other team members and empowers them by validating the importance of their expertise in the decision-making process. The physician, however, maintains control of the patient’s care and medical treatment.

Summary and hopes for the future

Centralized care provided in designated burn units has promoted a team approach to both scientific investigation and clinical care which has demonstrably improved the welfare of burn patients. Multidisciplinary efforts are imperative for the continued increase in understanding of and therapeutic responses to the emotional, psychological, and physiologic recovery and rehabilitation of the burned person. Tremendous scientific and technological advances have led to dramatically increased survivability for burn victims.

Our hopes for the future are that by following the same model of collaboration, scientists and clinicians will pursue solutions to the perplexing problems which the burn survivor must encounter. Physical discomforts such as itching still interfere with rehabilitation of the patient. New techniques for controlling hypertrophic scar and for reconstructive surgeries could do much to diminish the resultant disfigurement.⁵⁷ The combined use of anabolic agents^{33,34} and supervised strength and endurance training^{27,28} are currently being investigated as means of enhancing the well-being of survivors of massive burn injury. Further development of psychological expertise within burn care and increased public awareness of the competence of burn survivors may ease the survivor’s transition from incapacitated patient to functional member of society. We hope that burn care in the future will continue to devote the same energy and resources which have resulted in such tremendous advances in saving lives to improving the capacity for preserving optimal quality of life for survivors.

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