

TeamSTEPPS™

Strategies and Tools to Enhance
Performance and Patient Safety

**Evolving The Culture of Safety
Through Teamwork**

New York State Dept of Health
Patient Safety Conference
May 21-22, 2007

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Program Director, Healthcare Team
Coordination Program



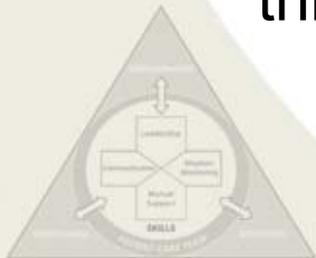
Agency for Healthcare Research and Quality
Advancing Excellence in Health Care • www.ahrq.gov

PATIENT
SAFETY

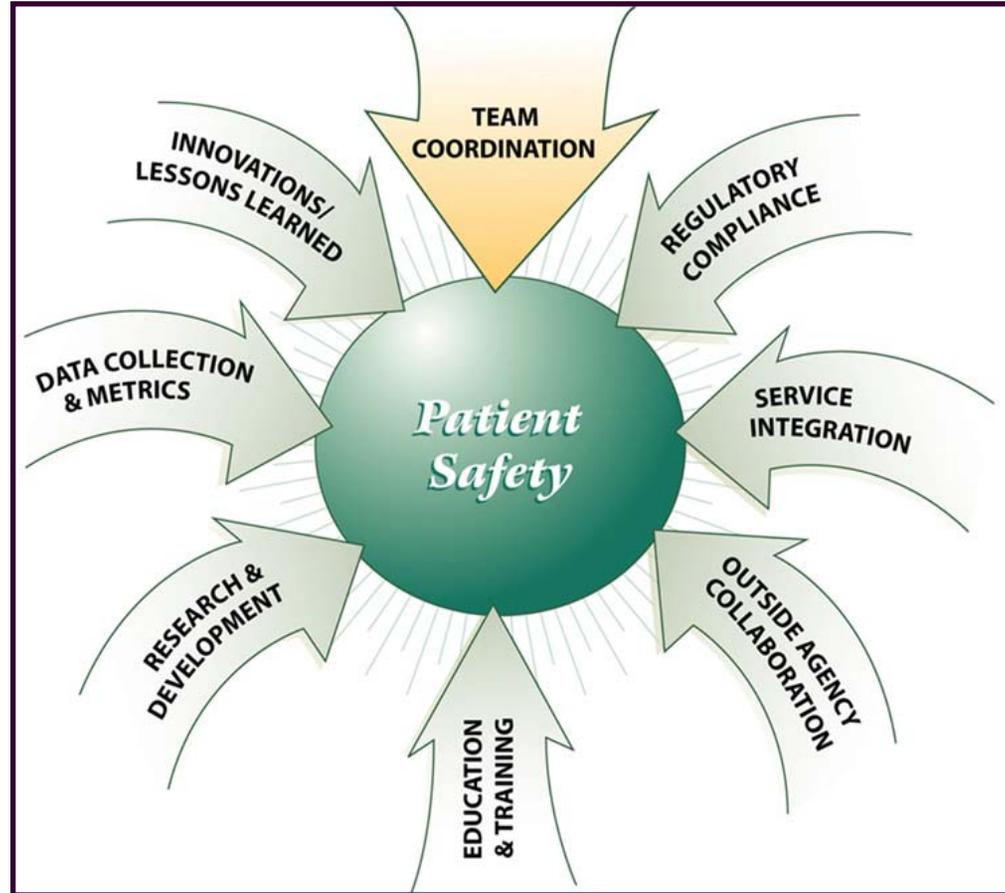


Objectives

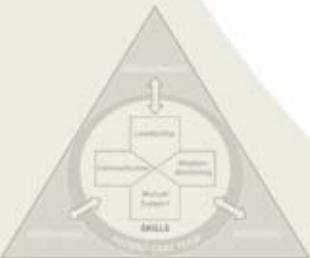
- Relate the science of team performance and team training
- State outcomes of improved teamwork
- Describe what TeamSTEPPS is and how it can be used as an actionable improvement strategy for your organization
- Summarize how to evolve the culture of safety through a teamwork initiative



Patient Safety Program



Transparency, Trust, and Teamwork



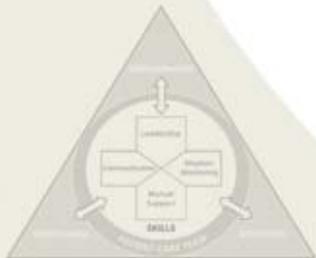
DoD Healthcare Team Coordination Program

Mission: Promote integration of teamwork principles through optimal use of training, education, research and collaborative efforts to enhance care and safety of our patients

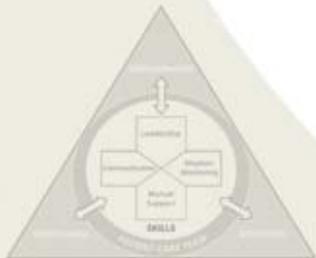
Goals:

- Reduce clinical errors
- Improve patient outcomes
- Improve process outcomes
- Increase patient satisfaction
- Increase staff satisfaction
- Reduce malpractice claims
- ...Ultimately change the culture

Advancing care and safety through teamwork



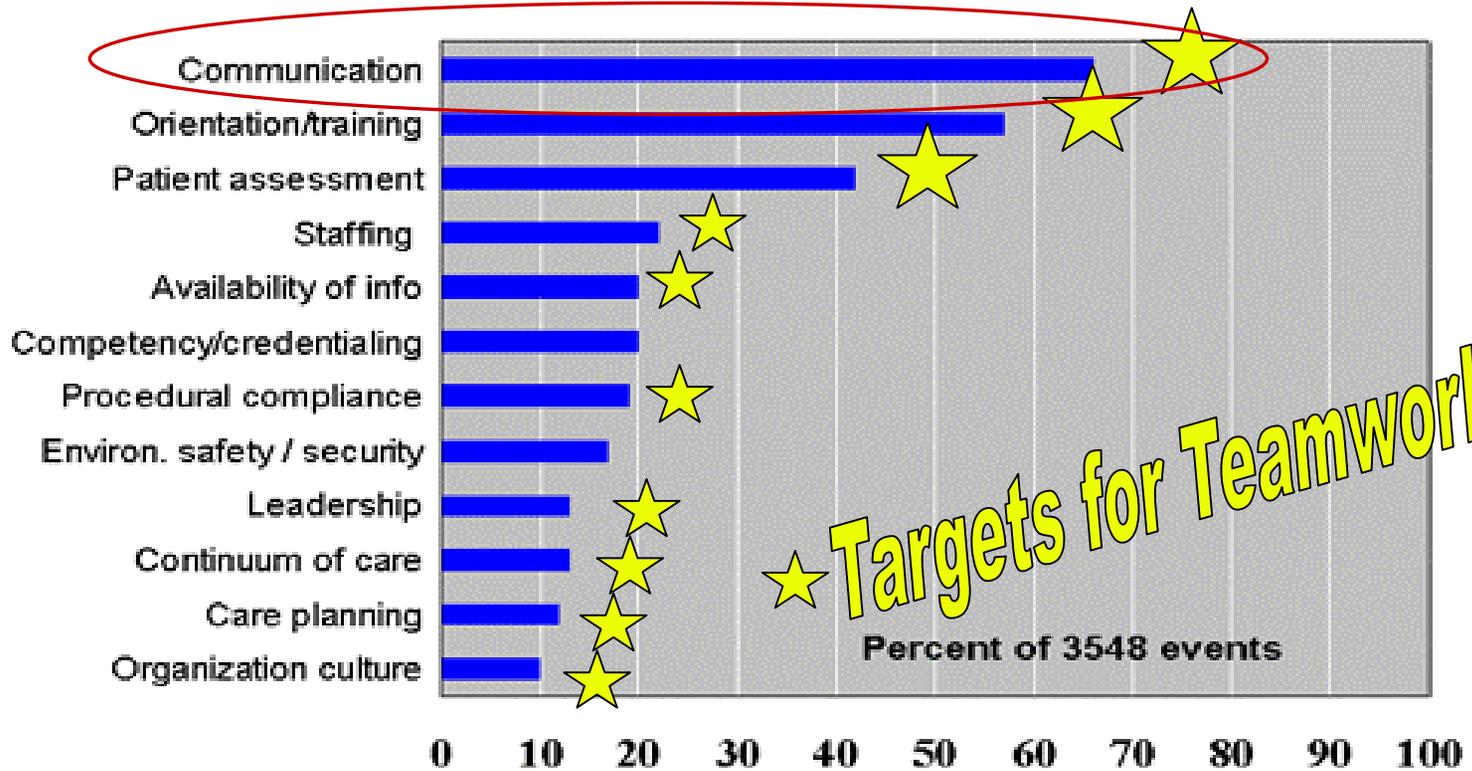
Teamwork Is All Around Us



Teamwork Targets Root Causes

Root Causes of Sentinel Events

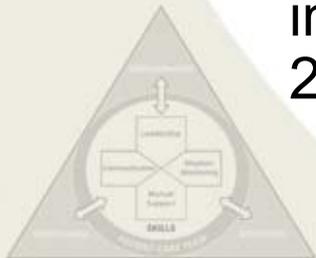
(All categories; 1995-2005)



★ Targets for Teamwork

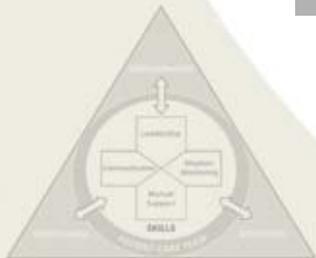
National Teamwork Initiatives

- Accreditation Council for Graduate Medical Education and the Association for American Medical Colleges include aspects of communication, coordination, and collaboration in physician competencies
- The National Quality Forum included teamwork training, skill building, and teamwork interventions in *Safe Practices for Better Healthcare: A Consensus Report (2006 Update)*
- JCAHO has increasingly included elements of teamwork in their National Patient Safety Goals (JCAHO, 2005, 2006)



Research Grounded

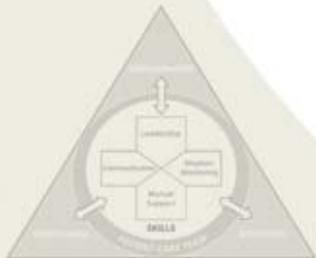
- 20+ years of team training research in other High Reliability Organizations (HROs) shows:
 - ✓ Team training can produce effective teamwork behaviors in the work environment
 - ✓ Training success is dependent on program design, methodologies, and instructional strategies and tools
- Preliminary research on the effectiveness of team training in healthcare settings is encouraging



Evidence-Based

Growing body of scientific literature indicates that
medical teamwork can improve:

- ✓ Quality of clinical processes
- ✓ Adherence to clinical guidelines/standards of care
- ✓ Patient safety and error-avoidance
- ✓ Patient outcomes in variety of clinical settings with diverse patient populations
- ✓ Cost-effectiveness of healthcare delivery



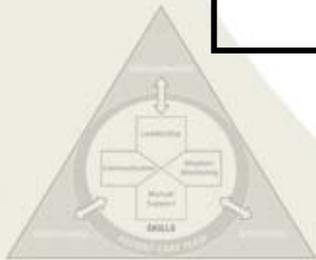
Studies to Date: Settings & Populations

Settings

- Surgical Services
- Medical Inpatient Wards
- Intensive Care Units
- Labor and Delivery
- Emergency Department
- Ambulatory Care
- Nursing Homes
- Community-based

Patients

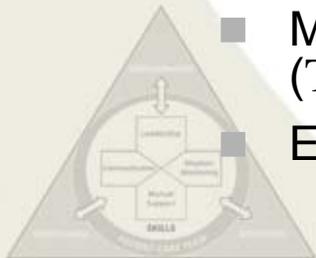
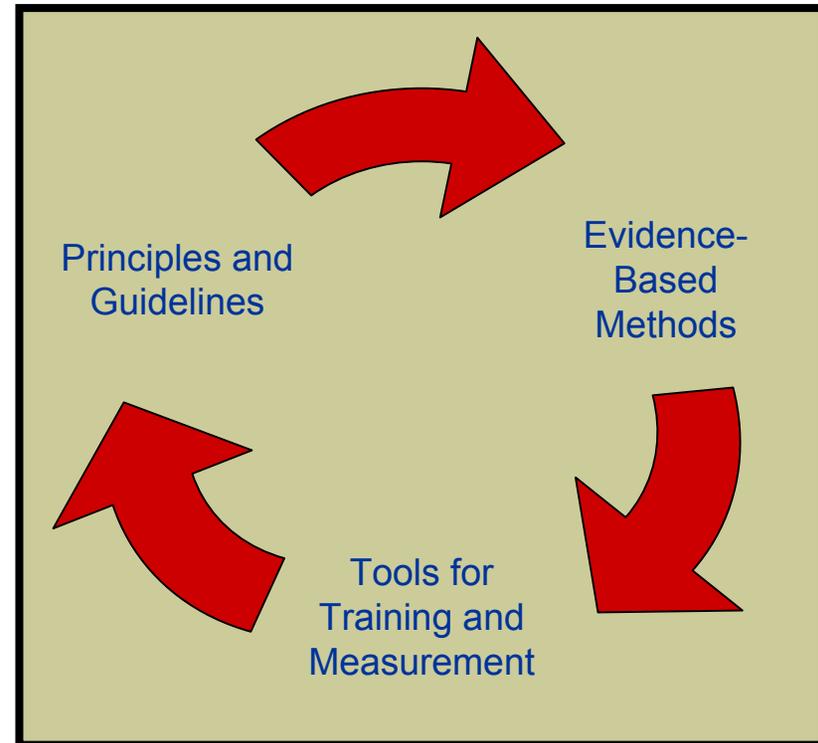
- Surgical
- Medical
- Critically ill
- Neonates
- Obstetric
- Acutely ill
- Chronically ill
- Frail geriatric
- Healthy geriatric



Evolution of TeamSTEPPS™

AHRQ/DoD Collaboration

- DoD conducting medical team training since late 90's
- Collaboration activities began in 2002
- Expert Panel
- Comprehensive Literature Review
- Case Study Analysis (AIR)
- Journals/Articles
- Presentations
- Clinical Measures of Teamness (RAND)
- Medical Team Training Curriculum (TeamSTEPPS™)
- Edited Handbook

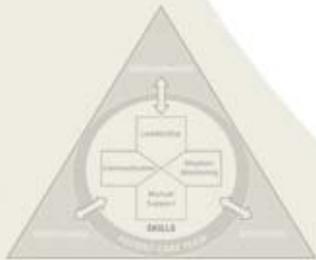


Collaborating with the Experts

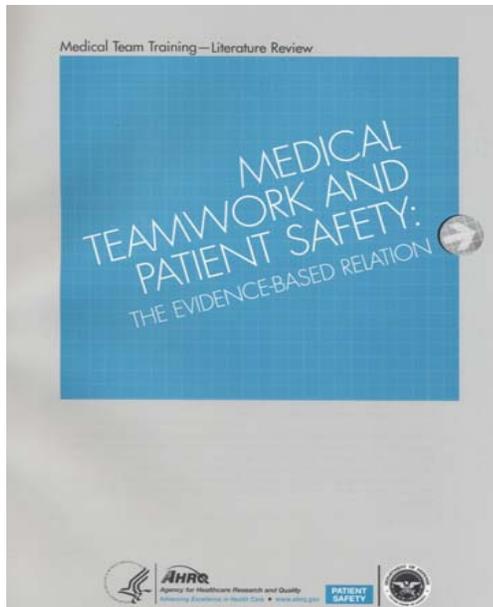
Evolution of TeamSTEPPS

Curriculum Contributors

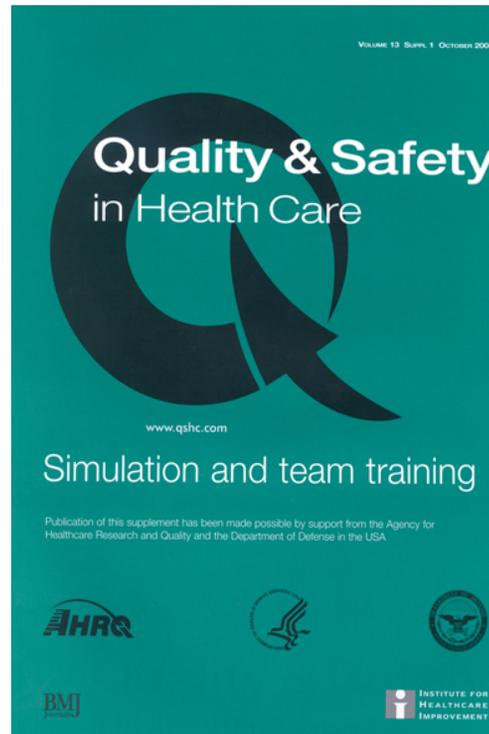
- Department of Defense
- Agency for Healthcare Research and Quality
- Research Organizations
- Universities
- Medical and Business Schools
- Hospitals—Military and Civilian, Teaching and Community-Based
- Healthcare Foundations
- Private Companies
- Subject Matter Experts in Teamwork, Human Factors, and Crew Resource Management (CRM), HROs



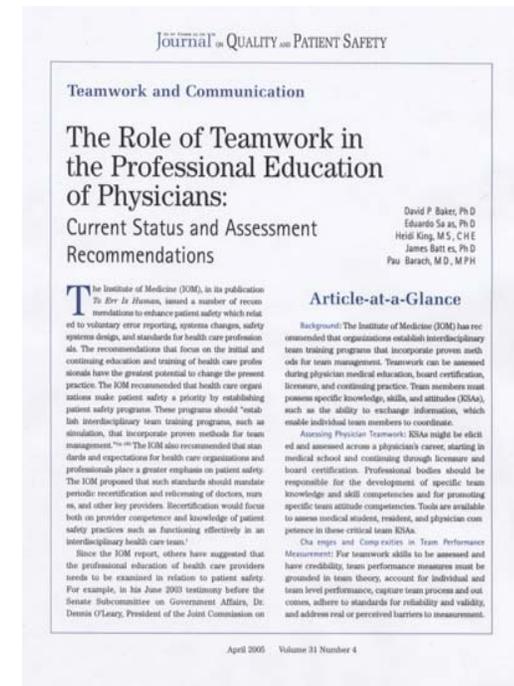
DoD/AHRQ Collaboration



**Relevant Evidence:
Teamwork in
Healthcare
AHRQ Publication**



**Teamwork and Simulation
Quality & Safety in
Healthcare**



**Teamwork in
Professional
Education
Joint Commission**

TeamSTEPPS™

Team Strategies & Tools to Enhance Performance & Patient Safety

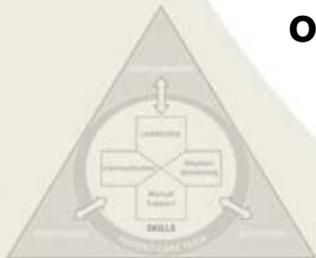


Teams that perform well...

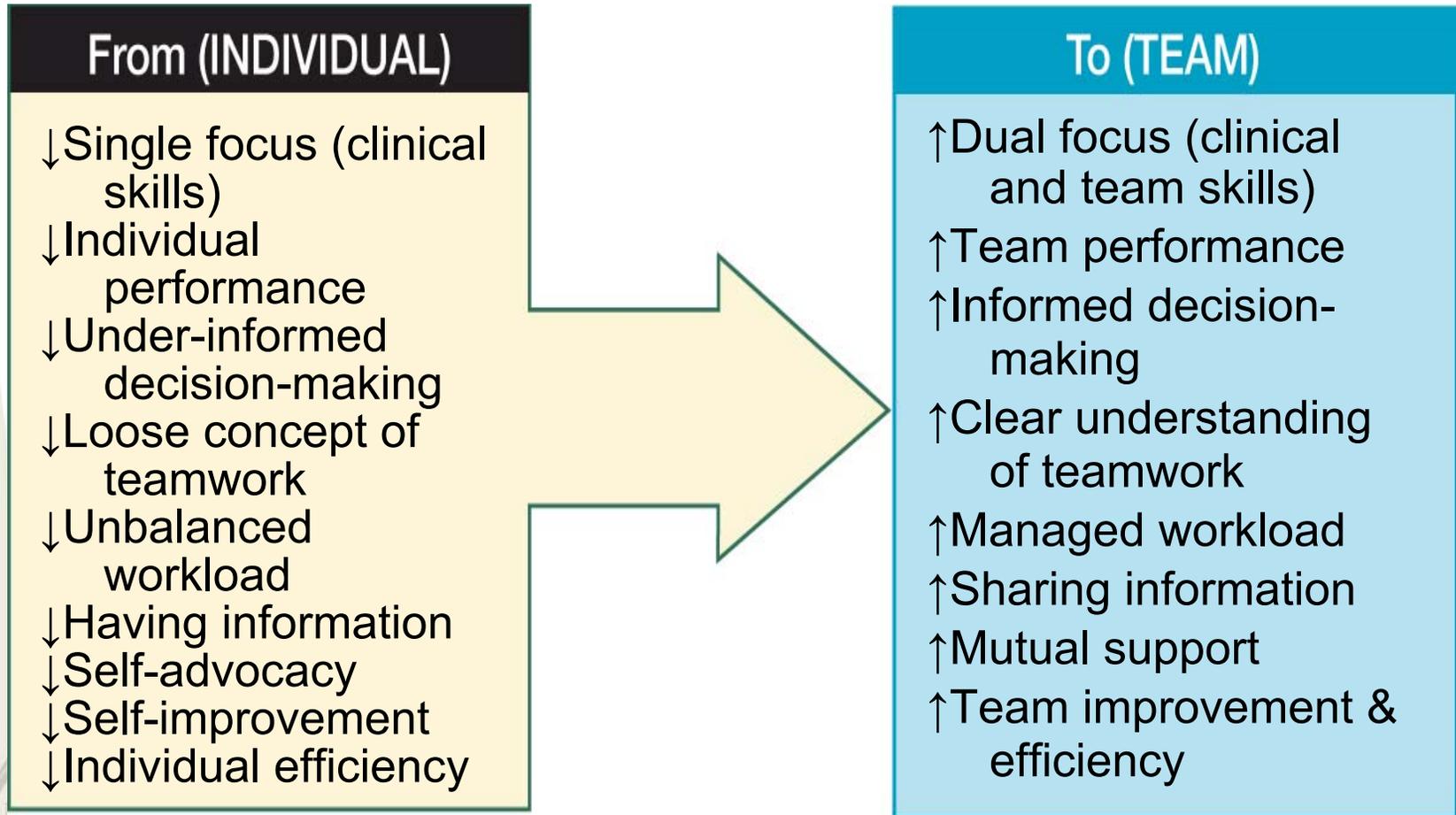
- ✓ Hold shared mental models
- ✓ Have clear roles and responsibilities
- ✓ Have a clear, valued, and shared vision
- ✓ Optimize resources
- ✓ Have strong team leadership
- ✓ Engage in a cycle of feedback
- ✓ Develop a strong sense of 'collective'-- trust, teamness and confidence
- ✓ Create mechanisms to cooperate and coordinate (interaction)
- ✓ Manage and optimize performance outcomes



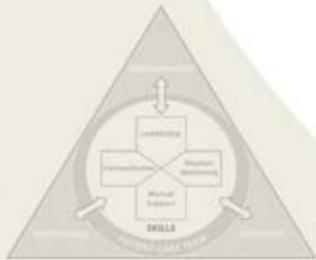
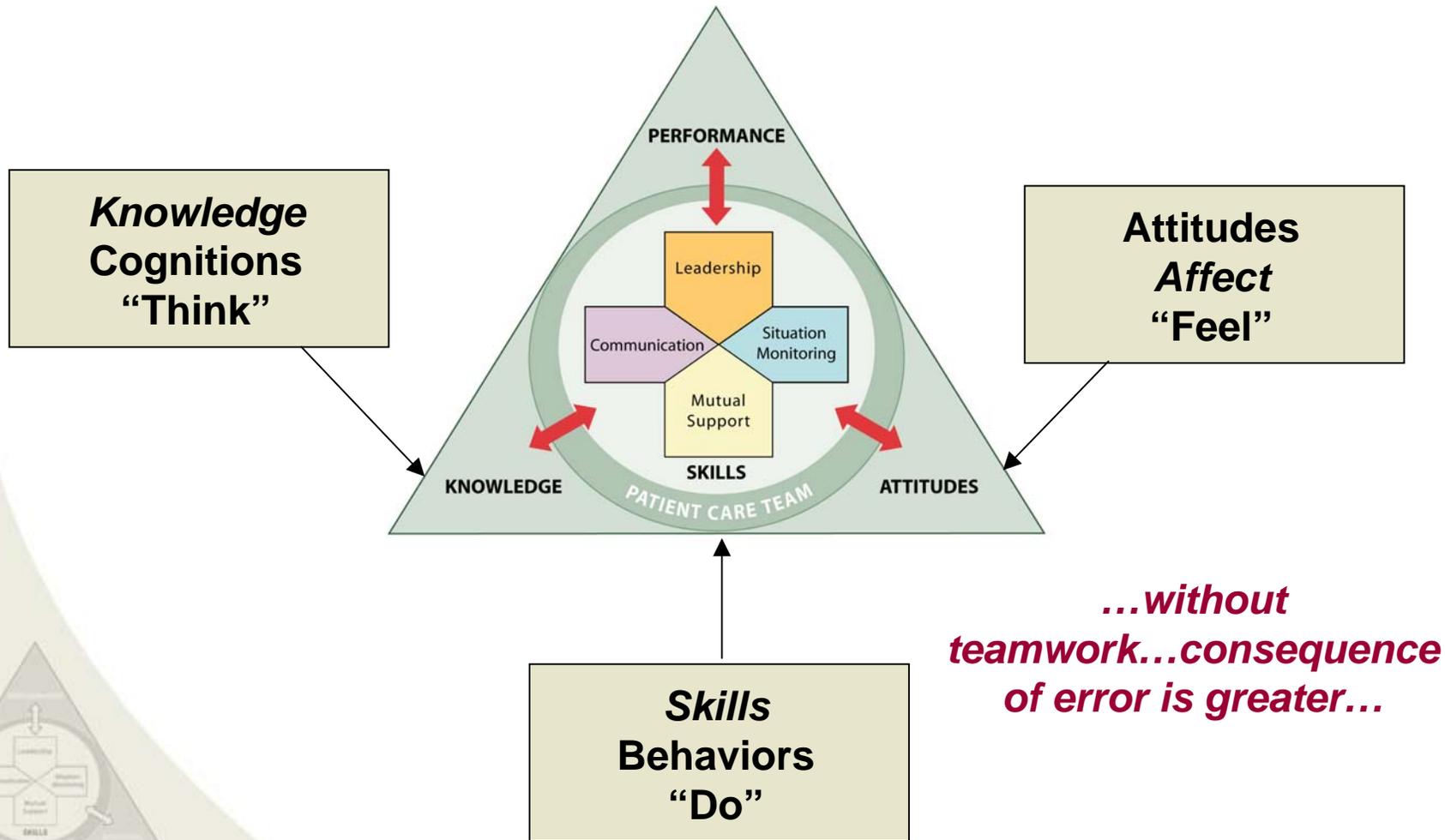
Salas, funded by Army Research Institute 2004



Transition to Team-Driven Care



What Comprises Team Performance?

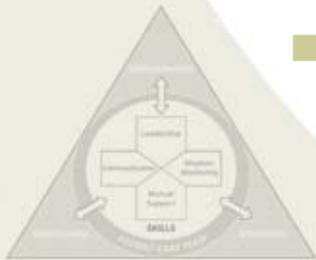


Outcomes of Team Performance

- **Knowledge**
 - Shared Mental Model

- **Attitudes**
 - Mutual Trust
 - Team Orientation

- **Performance**
 - Adaptability
 - Accuracy
 - Productivity
 - Efficiency
 - Safety



Team Effectiveness

BARRIERS

- Inconsistency in Team Membership
- Lack of Time
- Lack of Information Sharing
- Hierarchy
- Defensiveness
- Conventional Thinking
- Complacency
- Varying Communication Styles
- Conflict
- Lack of Coordination and Follow-Up with Co-Workers
- Distractions
- Fatigue
- Workload
- Misinterpretation of Cues
- Lack of Role Clarity

TOOLS and STRATEGIES

- Brief
- Huddle
- Debrief
- STEP
- Cross Monitoring
- Feedback
- Advocacy and Assertion
- Two-Challenge Rule
- CUS
- DESC Script
- Collaboration
- SBAR
- Call-Out
- Check-Back
- Handoff

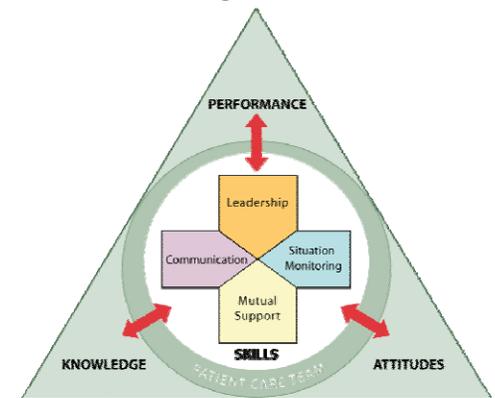
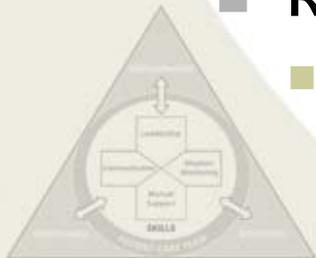
OUTCOMES

- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust
- Team Performance
- *Patient Safety!!*

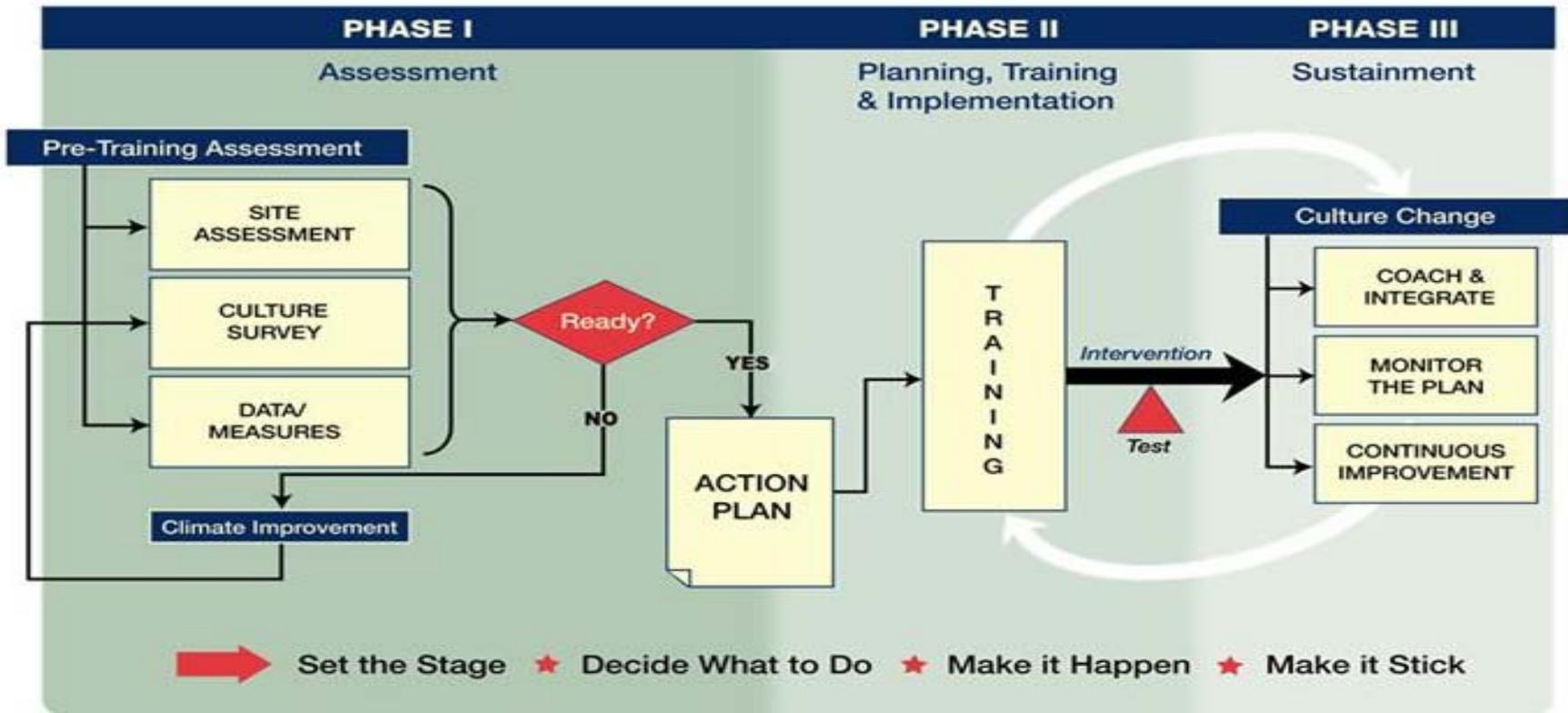


TeamSTEPPS™ Learning Strategies

- **Information**
 - Evidence-based knowledge creates awareness
- **Demonstration**
 - Video vignettes and case studies
- **Practice**
 - Role-play, Tools, Problem Solving, Team Planning
- **Feedback**
 - Debrief, Networking, Measures
- **Remediation**
 - Coaching, Continuous Improvement



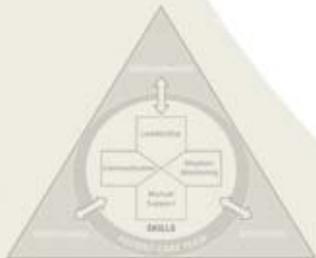
TeamSTEPPS™ Roll-Out



Phase I (Assessment)

Developing the Vision: Setting the Stage and Deciding What to Do

- **Leadership buy-in and direct involvement**
- **Create a change team**
- **Evaluation:** Pre-training evaluation establishes the basis of determining improvement. The suite of measures comprising baseline evaluation is:
 - AHRQ Patient Safety Culture Survey
 - Patient and Staff Satisfaction Survey
 - Team Assessment Questionnaire
 - Critical incident reports, specific process and outcome measures



Team Improvement Action Plan

- Identify Change Team
- Define the Problem
- State Aims
- Plan for Testing
- Implementation Plan
- Monitoring the Plan
- Communicating the Plan
- Timeline
- Resources required

Problem: Communication of Patient Daily Plan

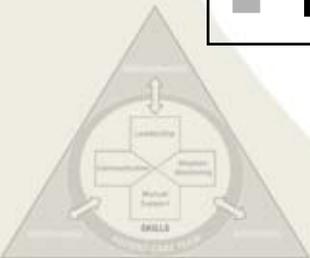
Aim: Within 8 weeks of intervention, 100% providers will know goals and tasks of daily patient plans for all ICU patients.

Intervention: Briefing and Use of Daily Goals Form during ICU rounds

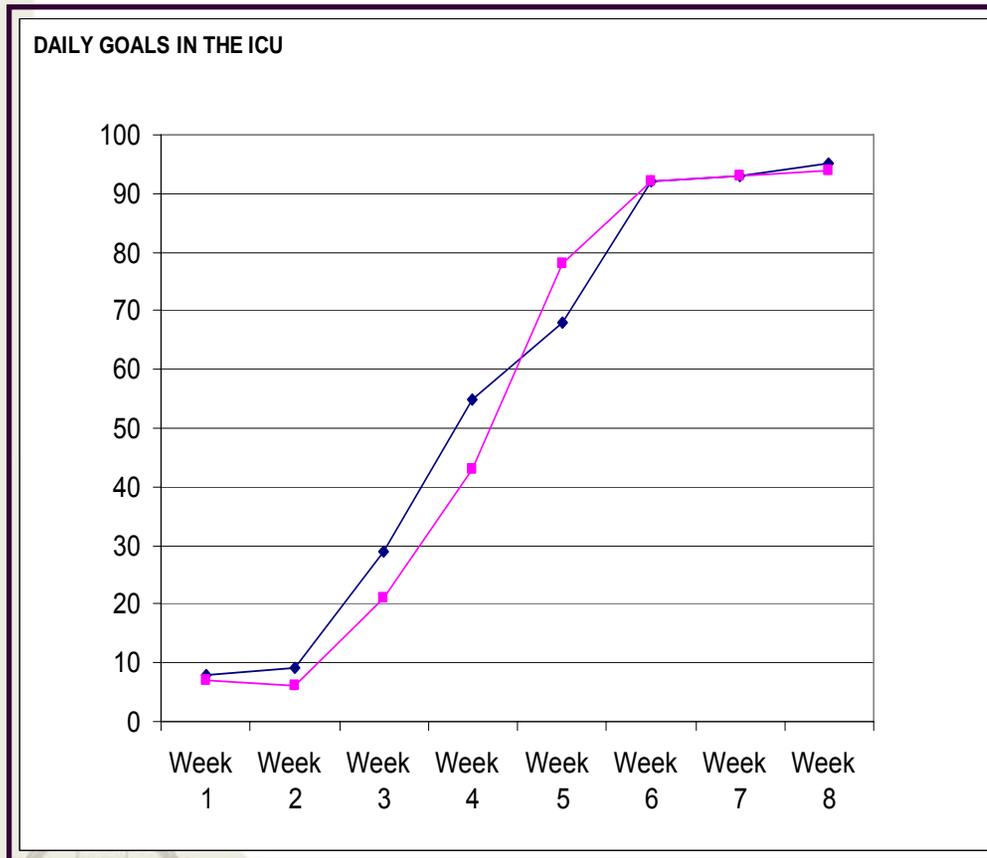
Outcome Variables:

- % ICU residents and RNs who understood the goals of ICU pts
- ICU Length of Stay

Pronovost et al. (2003)
Journal of Critical Care



Results Using Daily Goals/Brief in ICU



50% reduction in ICU LOS

TEAMWORK

- ✓ Know the Plan
- ✓ Share the Plan
- ✓ Review the Risks

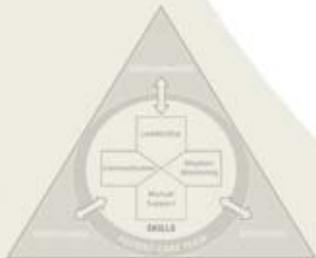


**From 10% to 95% understood goals
of plan of care for ICU patients**

Phase II (Planning, Training, and Implementation)

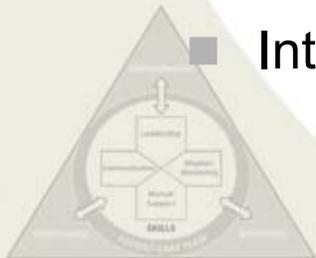
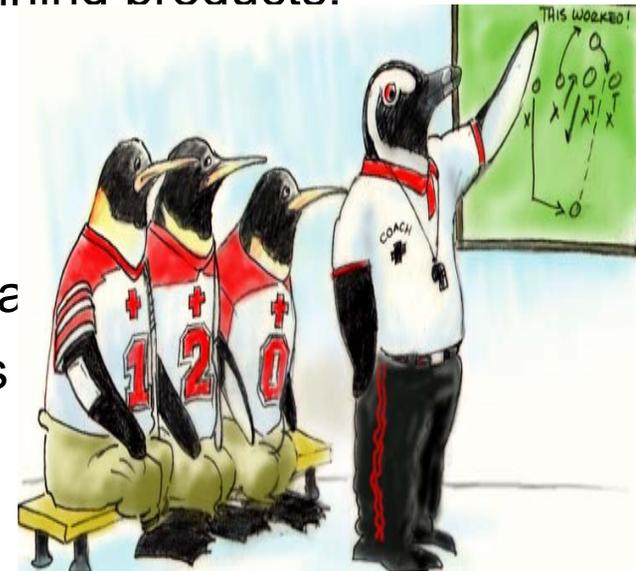
- **Develop an Action Plan**
- **Conduct Training:**
 - Train-the-trainer
 - Train-the-participant
 - Fundamentals vs. Essentials
- **Implementing and Testing Intervention**
- **Track Aims**
- **Communicate Updates**

**Finalize Action Plan and
Making it Happen**



How do I Customize A Training Plan for My Organization?

- Curriculum is evidence-based and modular
- Curriculum is comprised of three major training products:
 - Train-the-Trainer
 - Train-the-Staff
 - Fundamentals for direct-care givers
 - Essentials for ancillary and support staff
 - Coaching segment for unit champions
- Action Plan
 - Customize to particular work unit
- Integrate into existing initiatives



TeamSTEPPS™ Resources

Instructor Guide

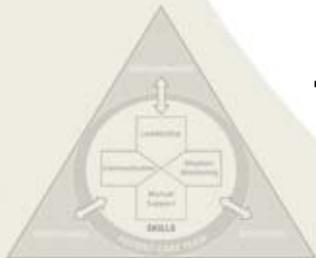
- Presentation Materials (modular)
- Evidence-based summaries, exercises, mini-case study specialty scenarios
- Course Management Guide
- Implementation & Action Planning
- Evaluation Tools

CD/DVD (9 videos & 6 testimonials)

Pocket Guide

Posters

TeamSTEPPS™ Guide to Action



Phase III (Sustainment)

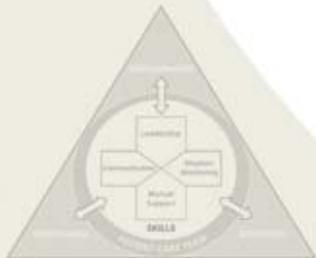
- **Coach & Integrate**
 - Team role models
 - In-unit coaching of team skills
 - Integration of team tools/processes
- **Monitoring the Plan**
 - Executive Walk Rounds™
 - Team performance observations
- **Continuous Improvement**
 - Feedback loop for future training opportunities
- **Training timelines**
 - Initial, newcomers' and refresher training

Making it Stick



Success Factors for Implementing and Sustaining a Culture of Safety

- ✓ Strong communication campaign
- ✓ Visible support Leadership (Executive Sponsor and Physician Champion)
- ✓ Institution of metrics both baseline and ongoing to showcase improvement over time
- ✓ Publicize, celebrate, and cultivate successes and short-term wins
- ✓ Integrate team improvement intervention into existing processes for long-term sustainment
- ✓ Must partner with the patient and family!



Resources Available

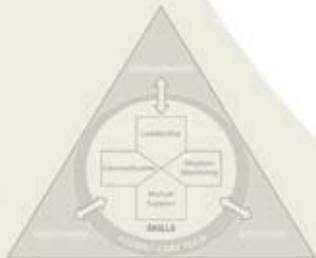
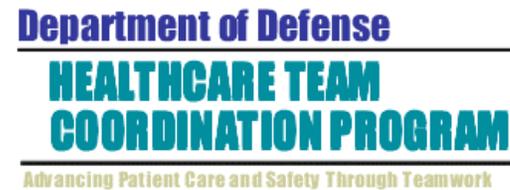
Order materials at:

- www.ahrq.gov/qual/teamstepps/



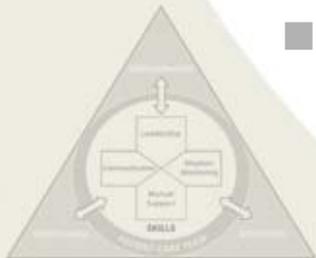
To preview materials and check for updates:

- www.usuhs.mil/cerps/index.teamstepps.html



Initial Dissemination through AHRQ shall include:

- NPSF Stand Up for Patient Safety Members
- Patient Safety Improvement Corps (PSIC)
 - Consists of State Departments of Health and their selected partners (i.e., healthcare delivery systems, hospitals, Quality Improvement Organizations, and hospital associations)
- High Reliability Organization (HRO) Network
 - Includes 19 healthcare delivery systems
- AHRQ/CMS/DoD Collaboration in discussion
- Direct-mail to hospitals, professional organizations, and medical and nursing schools



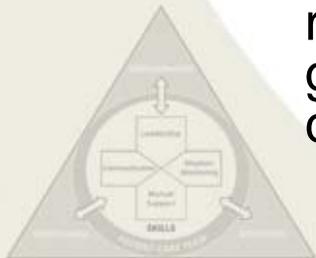
Rapid Response System Module

AHRQ:

- Developing a rapid response system module for the TeamSTEPPS™ curriculum

Module will:

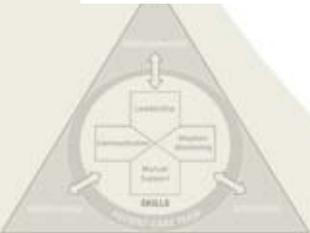
- Incorporate core teamwork principles with rapid response system specific scenarios, skills and tools
- Bridge a major gap between rapid response training and general teamwork skill development



Coming Soon...

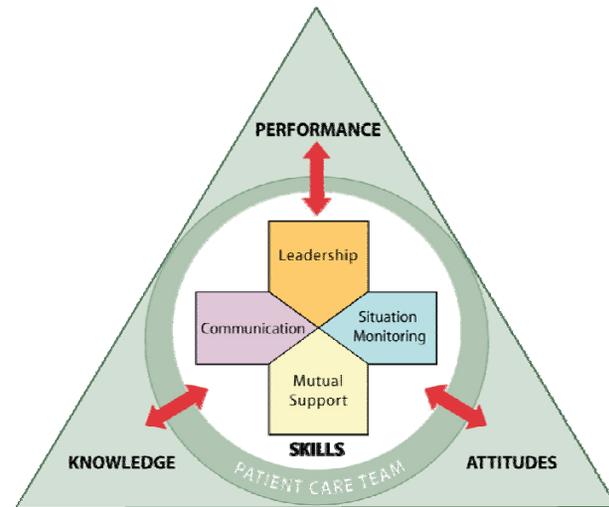
AHRQ Plans:

- Master Team Trainer Development for healthcare delivery systems
- User Support Network to share best practices and lessons learned through a collaborative

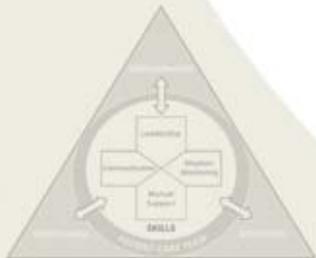


TeamSTEPPS™

- ✓ Grounded in team performance research
- ✓ Applies teamwork principles and strategies that are teachable and learnable
- ✓ Field tested
- ✓ Comprehensive
- ✓ Customizable
- ✓ Evaluation Tools
- ✓ Ready-to-use
- ✓ Available to your organization

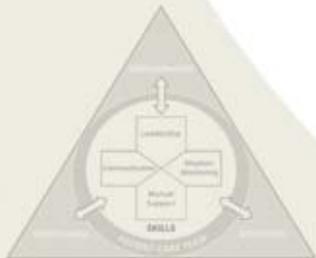


...Recipient of 2007 Scott Myers Award for Applied Research in the Workplace (SIOP)...



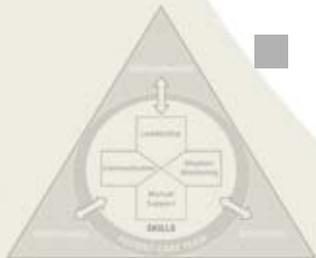
5 Ways TeamSTEPPS™ Transforms Culture

- ✓ Establishes names for behaviors and a common language for talking about ‘communication failures’
- ✓ Bridges the professional divide and levels the hierarchy
- ✓ Provides ‘actions’ to practice
- ✓ Increasing mindfulness
- ✓ Engages the patient as a valued member of the team

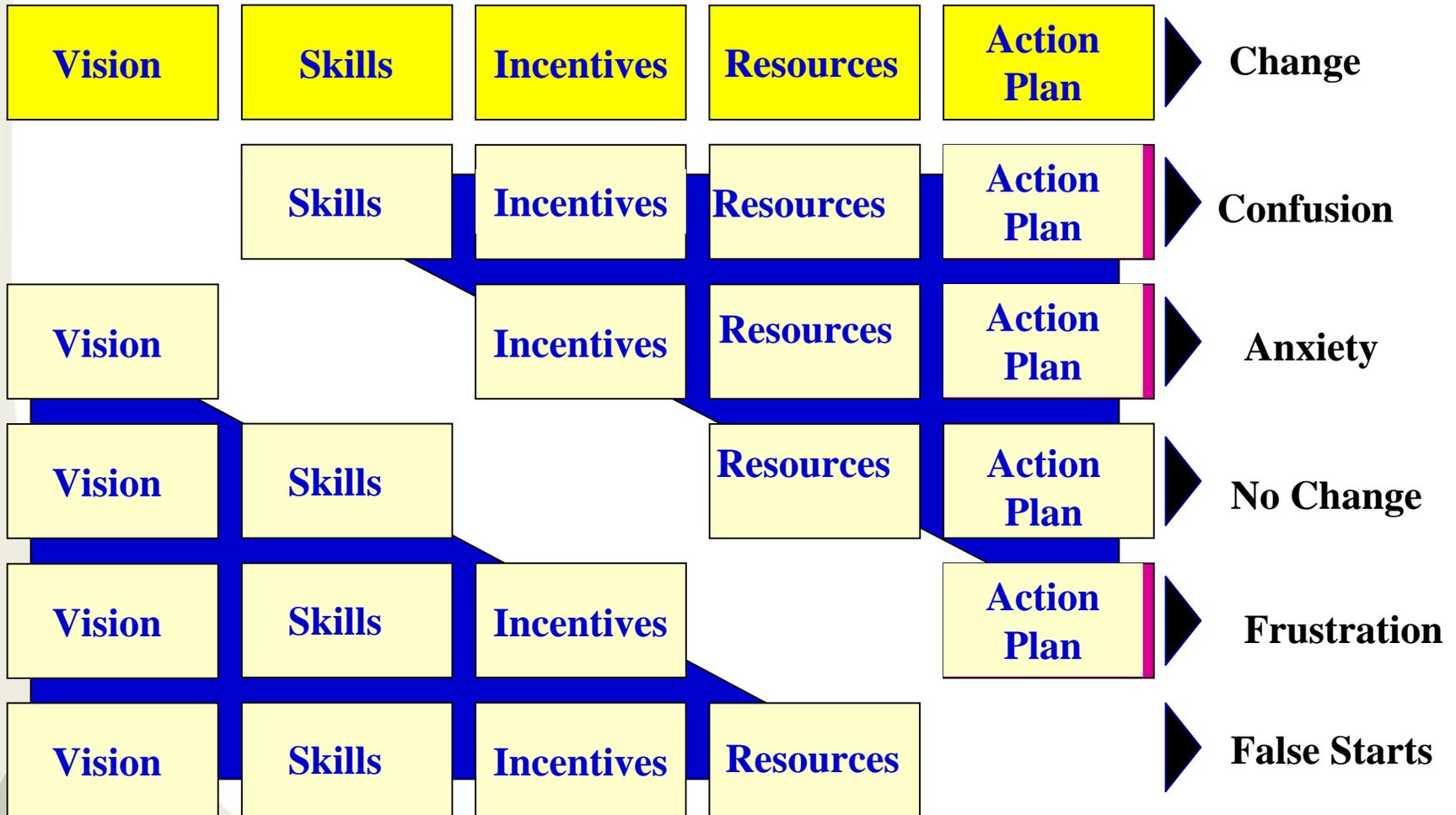


“Why Can’t We Make This Work?”

- **Opportunity to Perform**
 - Practice, Implement, then Measure
- **Front-line Support**
- **Climate of Learning**
 - Progress Updates
 - Forum to Discuss
 - Train, Refresh, and Inform
- **Team Coaches**

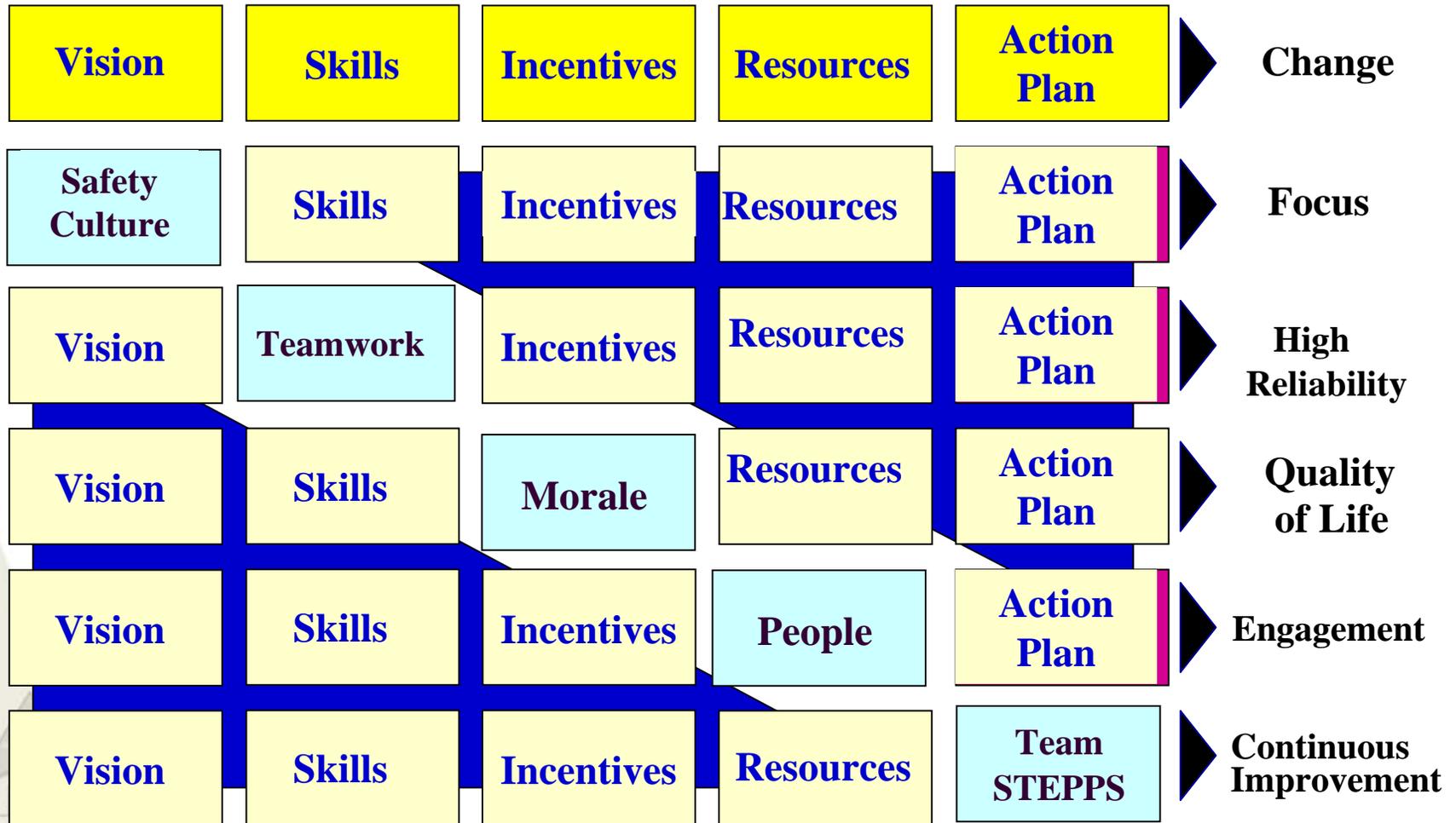


Challenges of Change



Demystifying Six Sigma A. Larson 2003

TeamSTEPPS and Success





Transformational Model for Change

TRANSFORMATIONAL CHANGE FACTORS

Org Level

Safety Culture
Transparency/Trust

Systems-Efficacy
Learning Environment

Leadership Level

Create a sense of urgency
Pull together a guiding coalition
Develop a change vision and strategy
Communicate for understanding and buy-in

Empower others to act
Product short-term wins
Don't let up
Create a new culture

Individual Level

Pre-training Experience

Self Efficacy
Training Motivation

"Report Card"

Improved Patient Outcomes

Improved Staff and Patient Satisfaction

Improved Processes

Staff Retention

Decrease claims \$

Level IV Evaluation

Sentinel Event

Pre-Training Measurement
-Knowledge
-Skills
-Attitudes

Intervention

Post-Training Measurement
-Knowledge
-Skills
-Attitudes

Training Transfer

Tools

Methods

Level II Evaluation

Level II Evaluation

Level III Evaluation

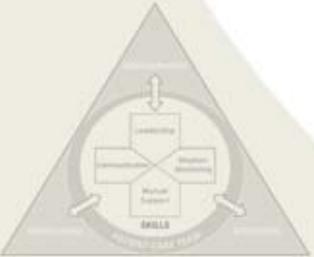
Training

Training Objectives

Competencies
-Knowledge
-Skills
-Attitudes

Level I Evaluation

((1) Salas E & Cannon-Bowers JA. Training and retraining: A handbook for business industry, government, and the military. Tobias S & Fletcher JD (editors). McMillan: New York, 2000: 312-335.;
(2) Kirkpatrick, D. Model for Summative Evaluation. 1976;
(3) Kotter JP. Leading change. Boston, Massachusetts: Harvard Business School Press, 1996.)

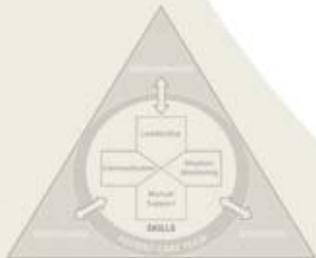


Organizational Transformation

...Transformation is a journey rather than a destination, and every journey begins with a single step. The path and pace you choose will depend largely on your immediate needs and organizational readiness for change.

Regardless of the starting point, developing an overall framework that seeks to align strategy, goals and performance will help to build a culture of excellence and sustained success...everything should add real value for our patients.

GE Healthcare



TeamSTEPPS



Suggestions and Questions?

