



TeamSTEPPS™

Strategies and Tools to Enhance
Performance and Patient Safety

Implementing A Teamwork Initiative

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Heidi King, MS, CHE
Sue Hohenhaus, RN, MA, FAEN
Mary Salisbury, RN, MSN



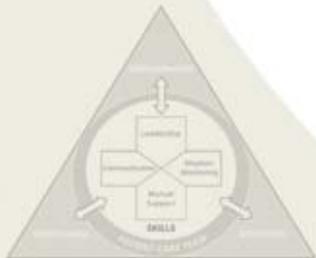
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PATIENT
SAFETY

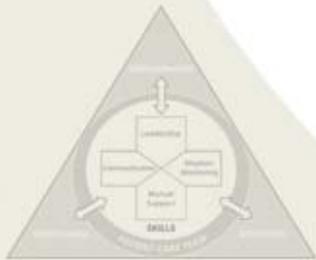
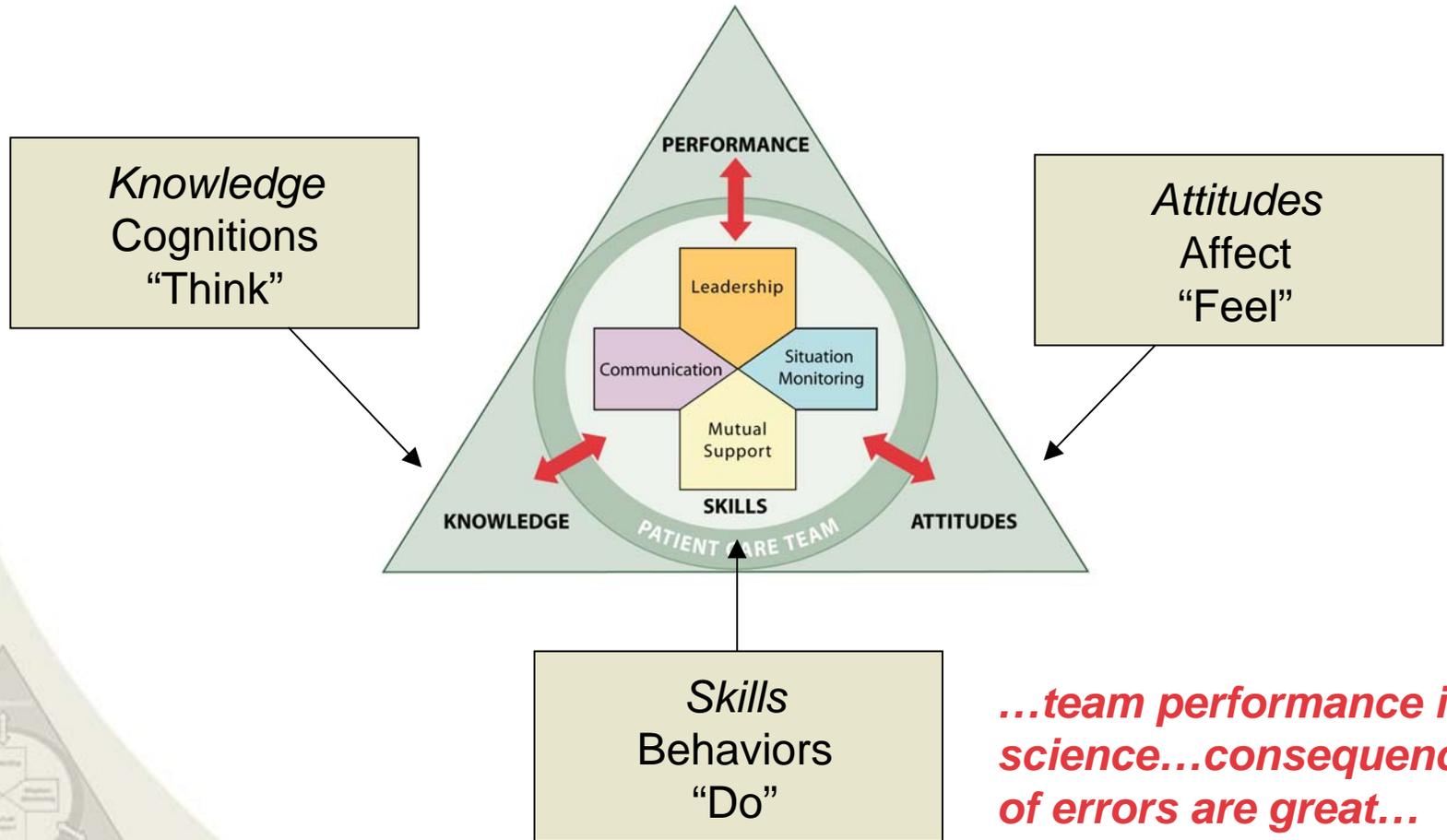


Objectives

- Identify team-related tools and strategies that can be integrated into daily practice
- List 4 reasons why teams don't take
- Describe the key phases and critical success factors of a TeamSTEPPS initiative
- Identify measurement tools and how they can be used to monitor change
- Utilize the TeamSTEPPS observation tool and state opportunities for improvement

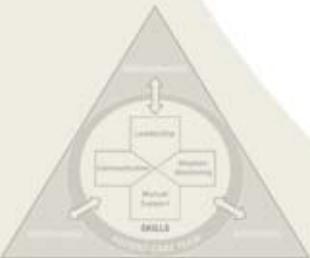
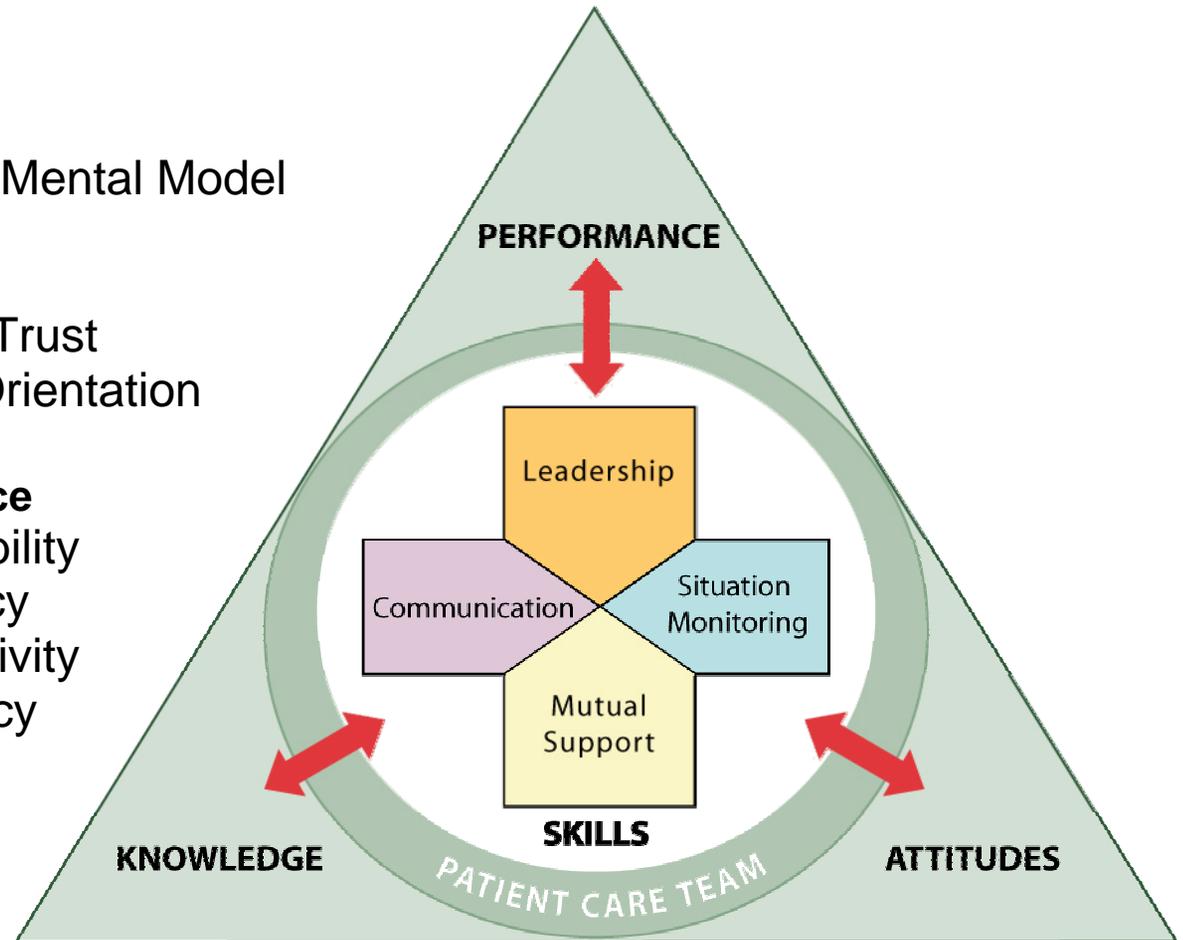


What Comprises Team Performance?



Outcomes of Team Competencies

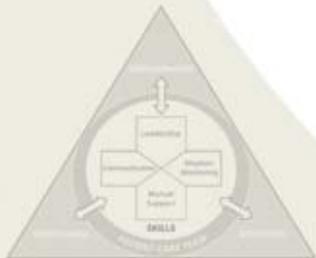
- **Knowledge**
 - Shared Mental Model
- **Attitudes**
 - Mutual Trust
 - Team Orientation
- **Performance**
 - Adaptability
 - Accuracy
 - Productivity
 - Efficiency
 - Safety



How Shared Mental Models Help Teams

- Help ensure that teams know what to expect, so if necessary, can regroup to get on the “same page”
- Foster communication to ensure care is synchronized
- Ensure that everyone on the team has a picture of what it should look like
- Enable team members to predict and anticipate better
- Create commonality of effort and purpose

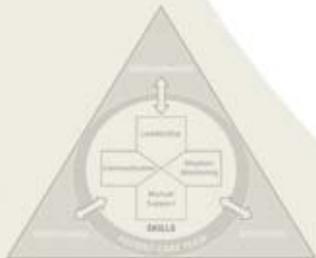
“Shared mental models help teams avoid errors that place patients at risk.”



When to Share?

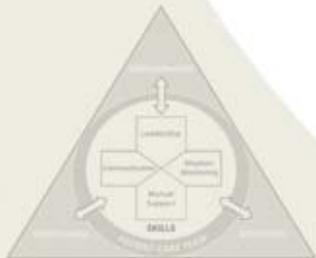
- Briefs
- Huddles
- Debriefs
- Transitions in Care
- Emergent Unplanned Events

... Share information as soon as possible when a change occurs in the patient's status.

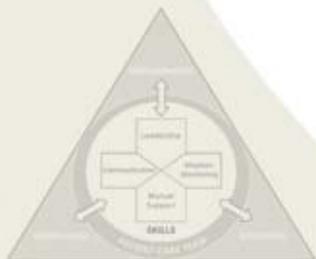


*Know the Plan
Share the Plan
Review the Risk*

Salisbury, 2006

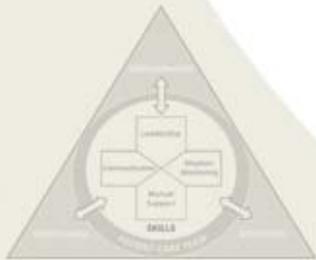


Team Opportunity Video

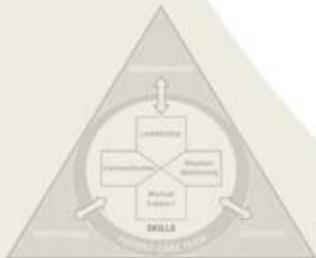


Discussion

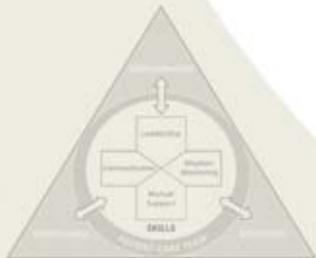
- Did the team members communicate essential information?
- Did the team demonstrate mutual respect toward one another
- Did the team address issues and concerns?
- What were the barriers to team performance?
- How could the team have partnered better?



L&D Team Success Video

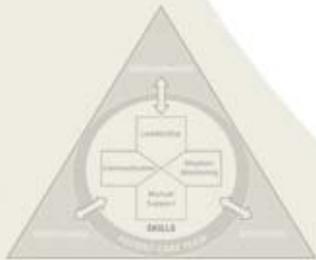


What Makes a Good Leader?



Effective Team Leaders

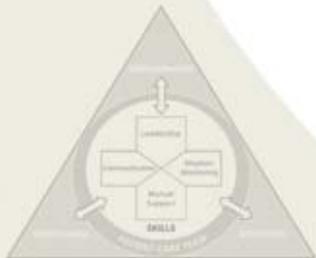
- Organize the team
- Articulate clear goals
- Make decisions through collective input of members
- Empower members to speak up and challenge, when appropriate
- Actively promote and facilitate good teamwork
- Skillful at conflict resolution



Briefs

Planning

- Form the team
- Designate team roles and responsibilities
- Establish climate and goals
- Engage team in short and long-term planning



Briefing Checklist



TOPIC

Who is on core team?



All members understand and agree upon goals?



Roles and responsibilities understood?



Plan of care?



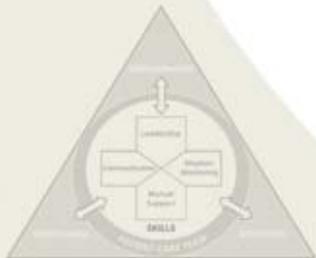
Staff availability?



Workload?

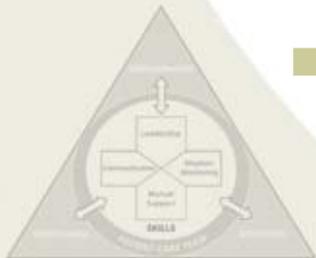
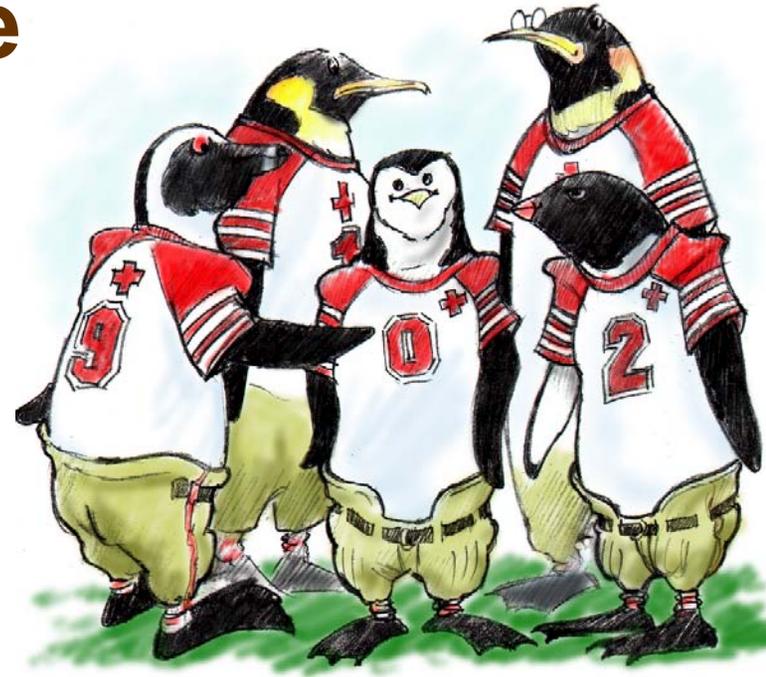


Available resources?



Problem solving **Huddle**

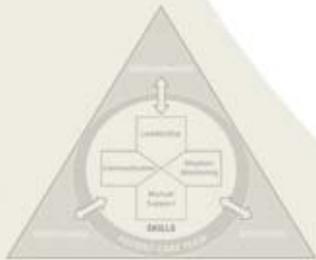
- Hold ad hoc, “touch-base” meetings to regain situation awareness
- Discuss critical issues and emerging events
- Anticipate outcomes and likely contingencies
- Assign resources
- Express concerns



Debrief

Process Improvement

- Brief, informal information exchange and feedback sessions
- Occur after an event or shift
- Designed to improve teamwork skills
- Designed to improve outcomes
 - An accurate reconstruction of key events
 - Analysis of why the event occurred
 - What should be done differently next time

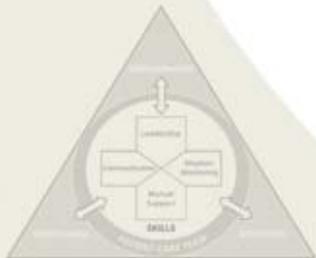


Debrief Checklist

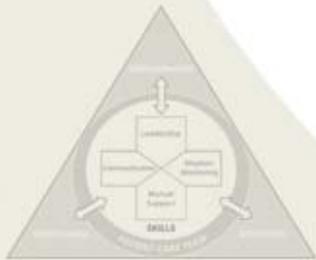


TOPIC

- | | |
|---|-------------------------------------|
| Communication clear? | <input checked="" type="checkbox"/> |
| Roles and responsibilities understood? | <input checked="" type="checkbox"/> |
| Situation awareness maintained? | <input checked="" type="checkbox"/> |
| Workload distribution? | <input checked="" type="checkbox"/> |
| Did we ask for or offer assistance? | <input checked="" type="checkbox"/> |
| Were errors made or avoided? | <input checked="" type="checkbox"/> |
| What went well, what should change, what can improve? | <input checked="" type="checkbox"/> |



Debrief

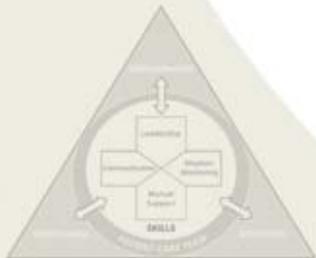


Situation Monitoring (Individual Skill)

Process of *actively scanning* behaviors and actions to assess elements of the situation or environment

- Fosters mutual respect and team accountability
- Provides safety net for team and patient
- Includes cross monitoring

... Remember, engage the patient whenever possible.

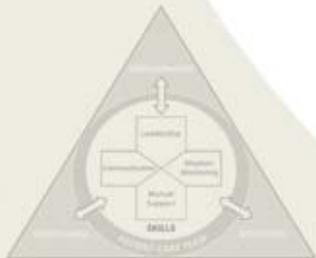


Cross Monitoring is...

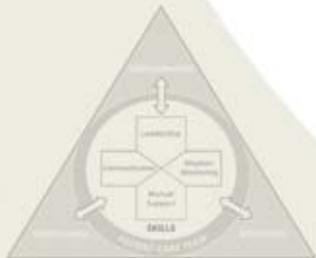
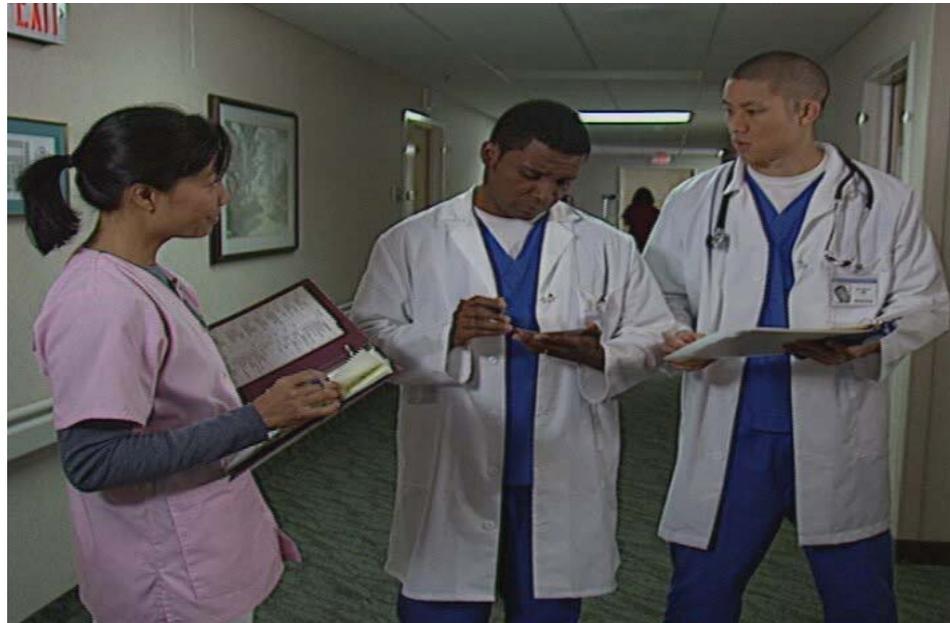
Process of monitoring the actions of other team members for the purpose of sharing the workload and reducing or avoiding errors

- Mechanism to help maintain accurate situation awareness
- Way of “watching each other’s back”
- Ability of team members to monitor each other’s task execution and give feedback during task execution

***Mutual performance monitoring has been shown to be an important team competency.
(McIntyre and Salas 1995)***



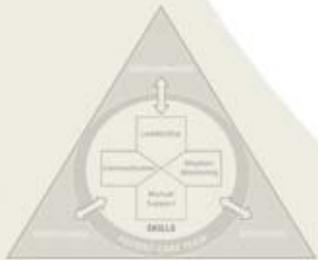
Cross Monitoring



SBAR

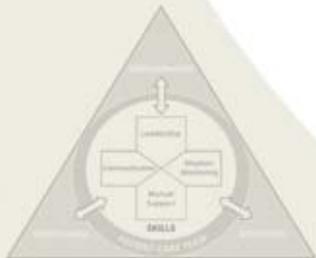
Structured Communication Tool for Briefing

- **S** Situation
- **B** Background
- **A** Assessment
- **R** Recommendation

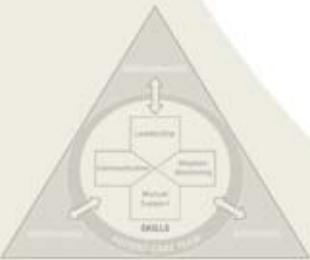
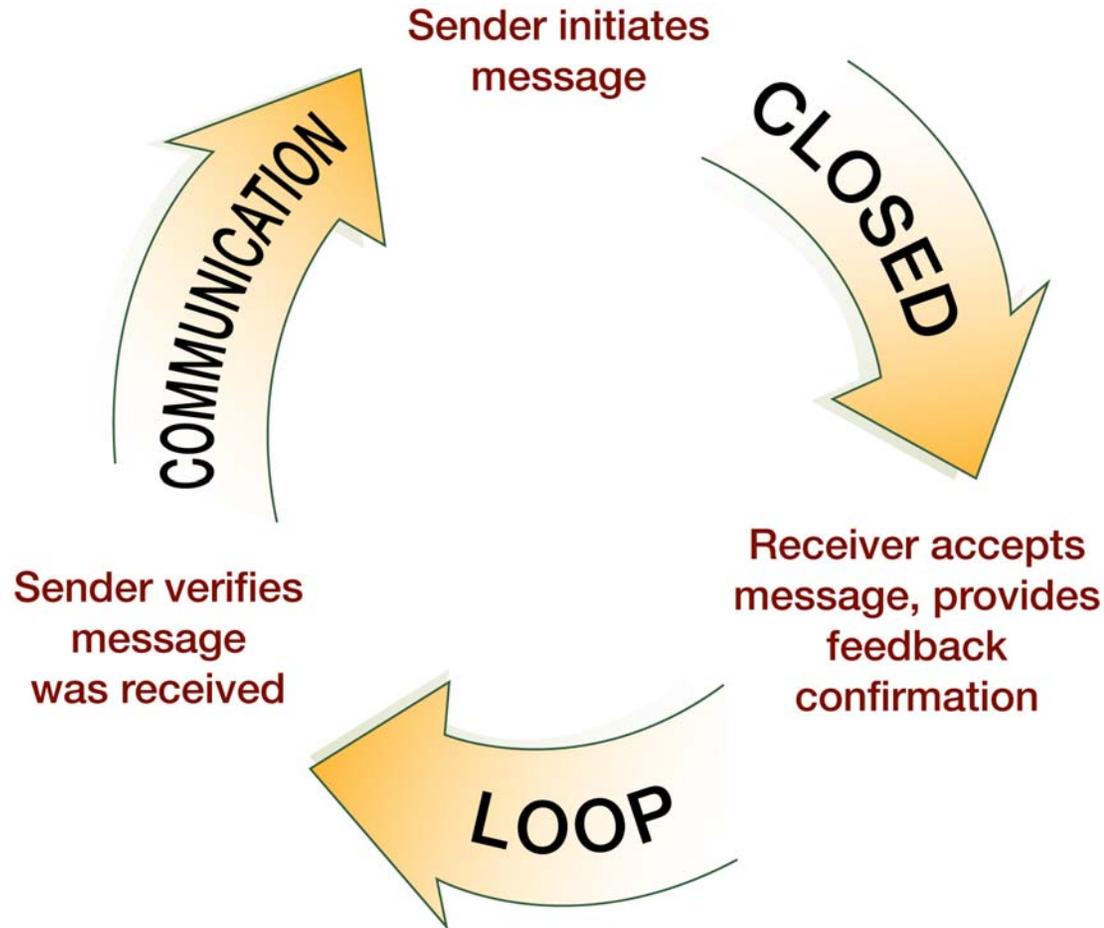


SBAR Exercise

- In your small group, review the scenario handout.
- In the scenario you will find a highlighted sentence.
- Your group is to “fix” this communication challenge using SBAR
- Choose a leader and report your SBAR finding.

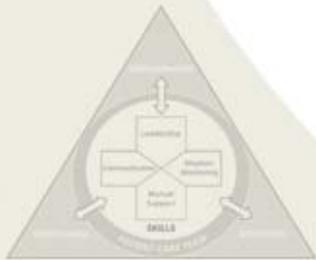


Check-Back is...



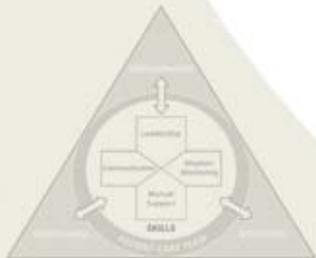
Check/Repeat Back Exercise

- Your group will now check/repeat back your SBAR communication from the SBAR scenario



Handoff

The transfer of information (along with authority and responsibility) during transitions in care across the continuum; to include an opportunity to ask questions, clarify, and confirm

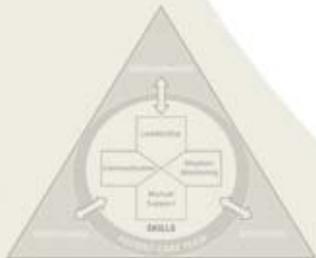


Handoff

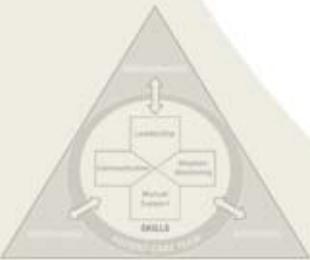
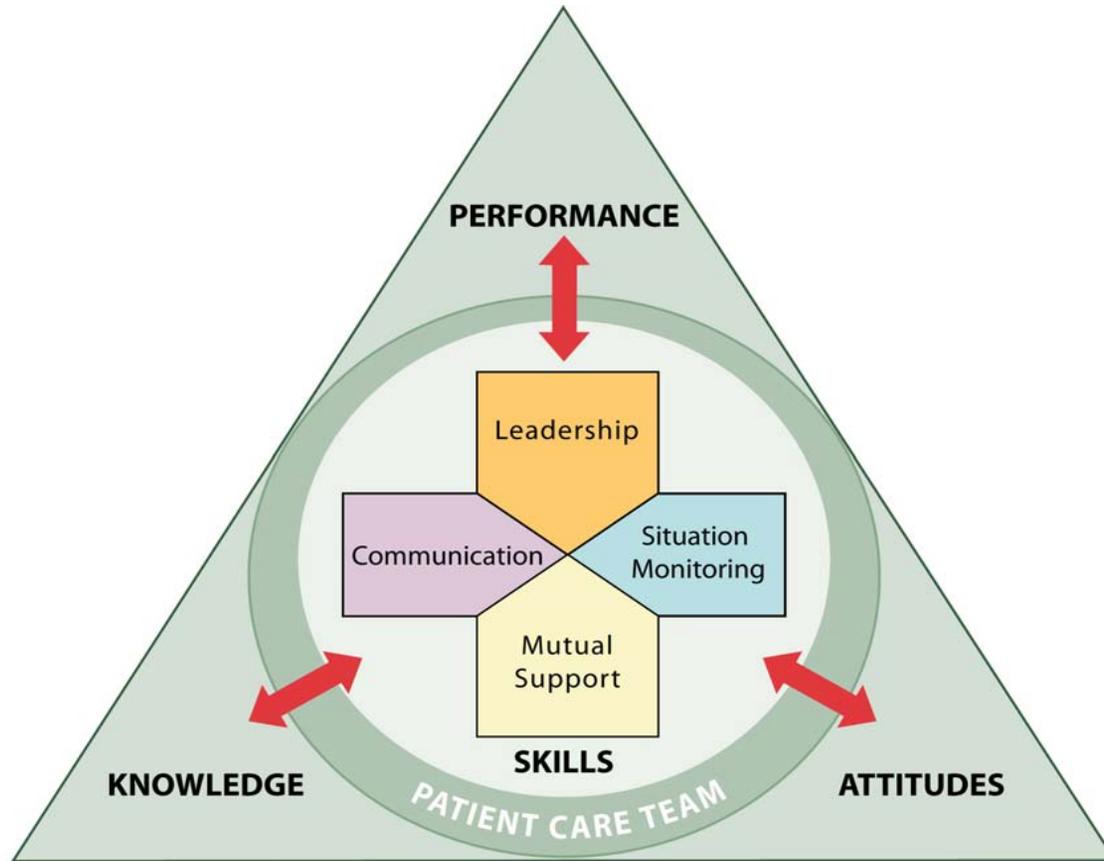
- Optimized Information
- Responsibility– Accountability
- Uncertainty
- Verbal Structure
- Checklists
- IT Support
- Acknowledgement



***Great opportunity for
quality and safety***

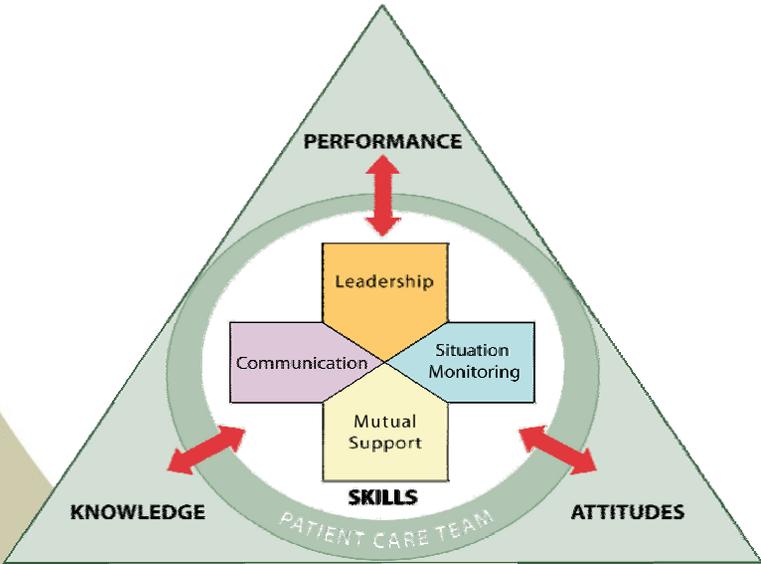


Summary

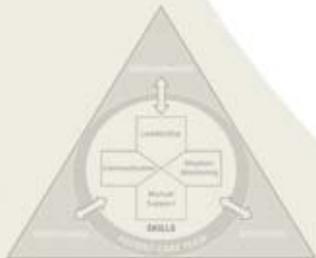




Break



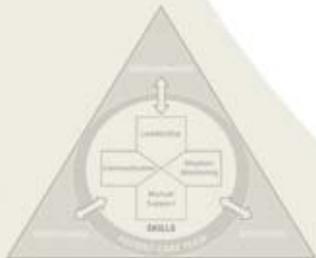
Kotter's Eight Stages of Change



Take Away Message

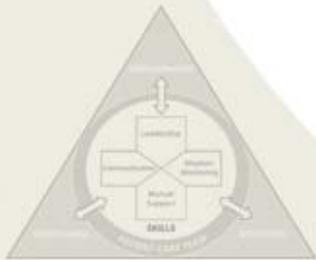
- **There is a science of training and team training...USE IT!**
- **There are established principles of training and team training...APPLY THEM!**
- **What we know about training...IS THE IMPORTANCE OF DIAGNOSIS!**
- **There are a number of myths/misconceptions about CRM training... AVOID THEM!**
- **Team training works...DESIGN IT SYSTEMATICALLY!**

Salas, 2006



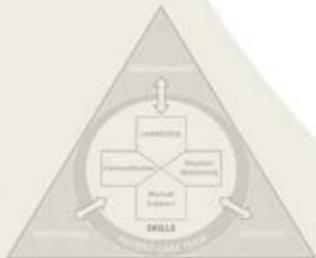
Essentials For Success

- ✓ Opportunity to Perform
 - Get staff practicing the behaviors in a meaningful focused manner
- ✓ Supervisor Support
 - Sponsoring VP
 - Direct involvement of department leaders
 - Monitor, analyze, report and improve



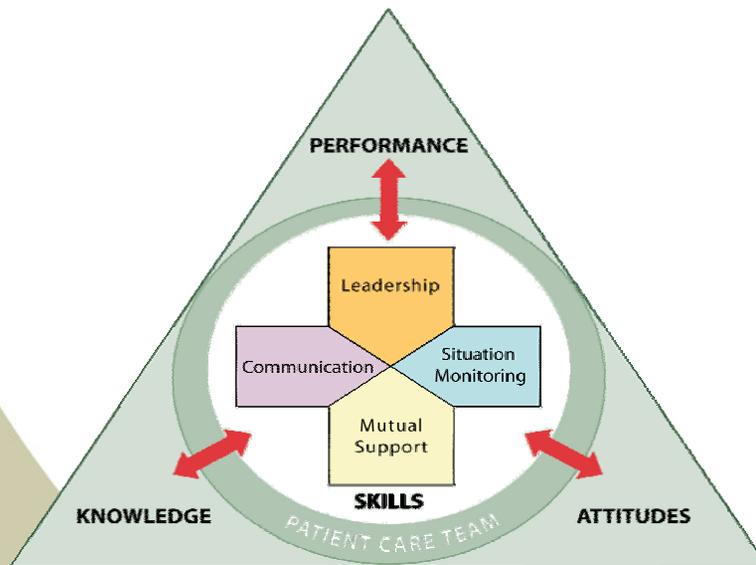
Essentials of Success (cont.)

- ✓ Establish and Maintain a Climate for Learning
 - ✓ Communicate progress of teams to staff
 - ✓ Establish a “Team Communication Board”
 - ✓ Establish a mechanism for staff to raise team issues
- ✓ Establish and Maintain Team Coaches





Developing an Action Plan



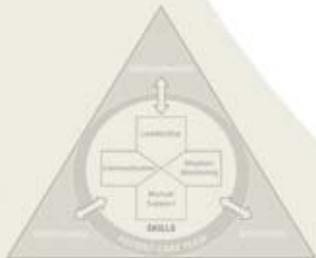
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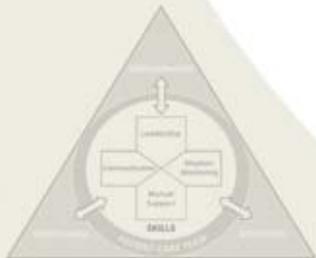
Elements of TeamSTEPPS Action Plan

- Identify specific problem, challenge or opportunity for improvement that will be the target of the TeamSTEPPS initiative.
- Timeline development
 - Implementation plans
 - Plan for testing effectiveness
 - Communication plan to generate support and maintaining and spreading positive changes



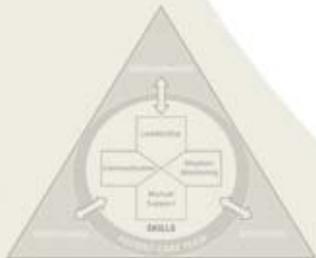
Define the Problem

- Identify a recurring problem or opportunity for improvement that if addressed could lead to enhanced patient safety.
- Flowchart or map the process during which the problem occurs- write down the steps as they currently occur (who, what, when, where and with what tools)



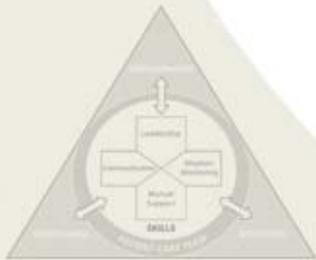
Evidence to Support Problem Selection

- Critical Incidents reported
 - Adverse event due to breakdown in team?
 - Near miss due to breakdown in team?
- Staff members are concerned about a possible adverse event due to team breakdown?
- AHRQ Culture Survey
- Step back and observe...just ask



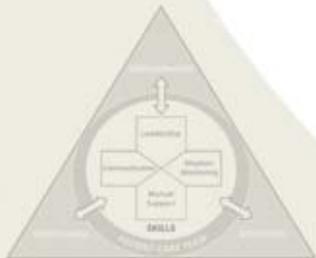
Design and Implement Interventions

- What are the aims of the project that will reduce or eliminate the risk to safe patient care?
- Develop 2 measurable aims for your TeamSTEPPS intervention
 - Process aims focus on how well or how often the intervention happens
 - Outcome aims focus on changes that occur because staff carries out the intervention

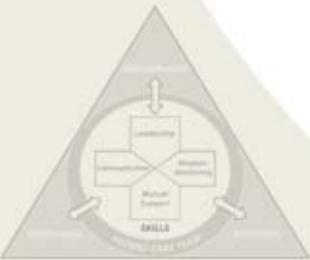
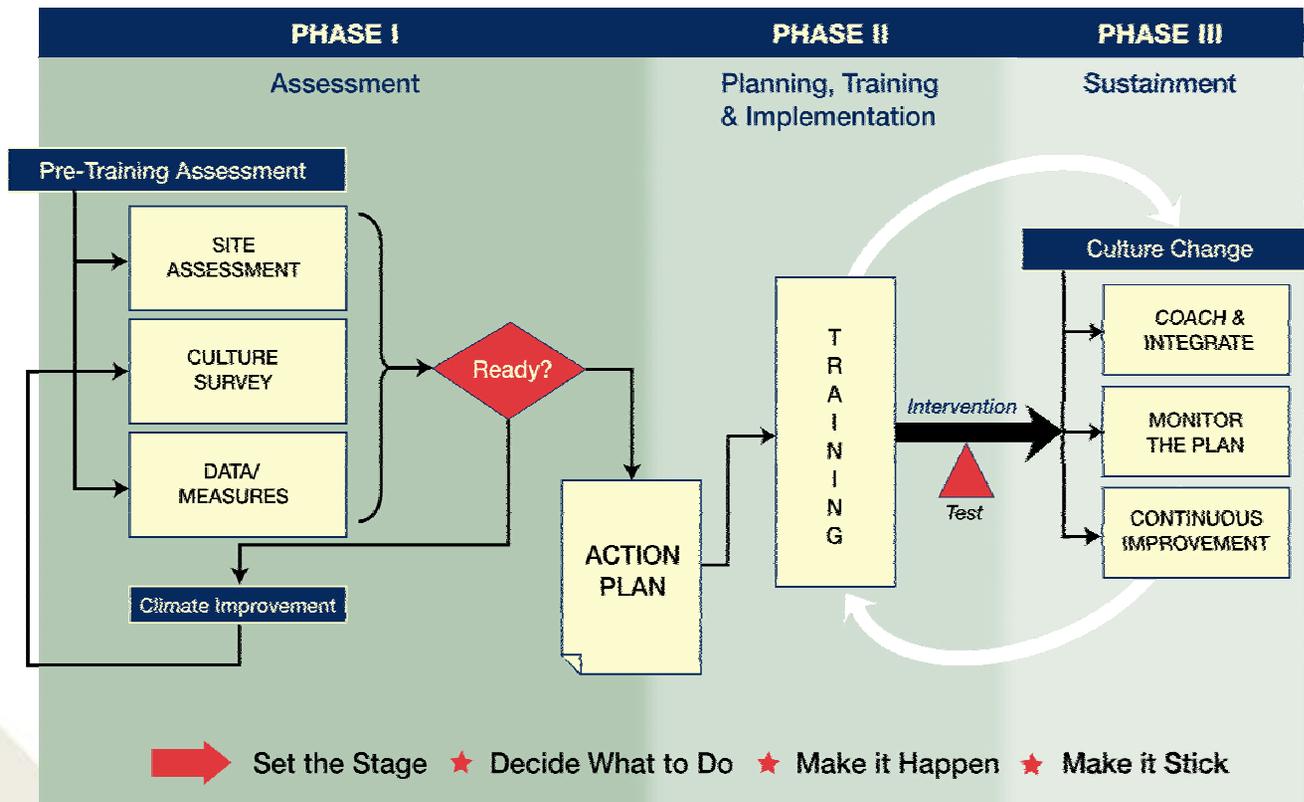


Tips for Success

- Conduct training early
- Stay focused on your target problem and your stated aims
- Elicit input (including potential solutions) from the frontline personnel on the unit
- Keep it simple
- Ideally, address **one problem, one process, one team tool** to begin

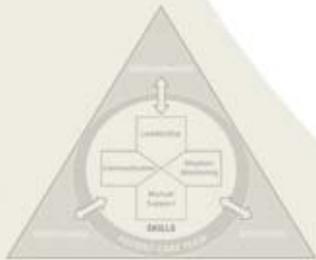


Overview: Action Plan Workbook

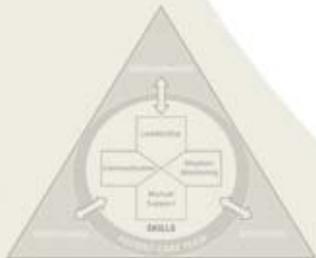


Evaluation: Suite of Measures

- AHRQ Culture Survey
- Patient and Staff Satisfaction
- Team Assessment Questionnaire
- Team Performance Observation
- Process Measures
- Outcome Measures



L&D Team Success Video



Resources Available

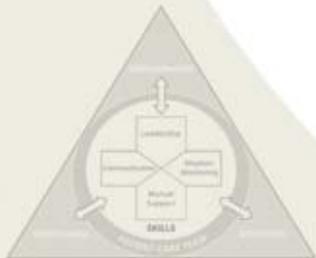
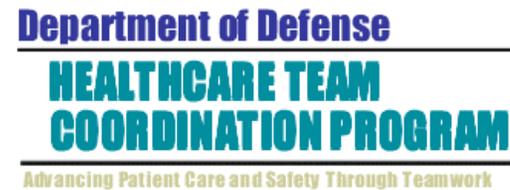
Order materials at:

- www.ahrq.gov/qual/teamstepps/



To preview materials and check for updates:

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



TeamSTEPPS



Suggestions and Questions?

