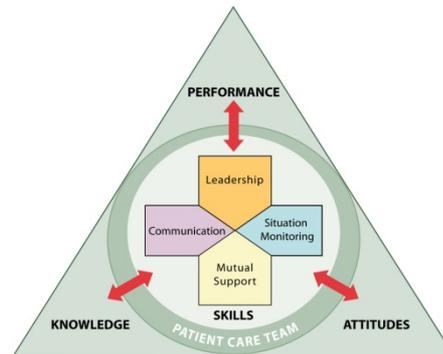


TeamSTEPPS™

Strategies and Tools to Enhance Performance
and Patient Safety:

Implementing A Teamwork Initiative



August 2009

AMEDD Dental Patient Safety Consultant



Objectives

- Identify opportunities for improvement in the MHS to include DENCOM
- State outcomes of improved teamwork
- Describe the 3 phases to the TeamSTEPPSTM Initiative
- Identify TeamSTEPPSTM measurement tools and how they can be utilized to monitor change
- Know the resources available to you
- Identify your role to ‘make it happen’

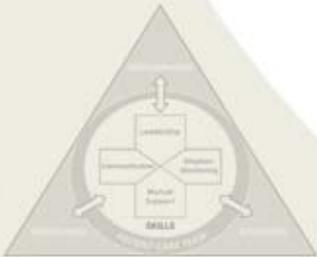


Healthcare Team Coordination Program

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

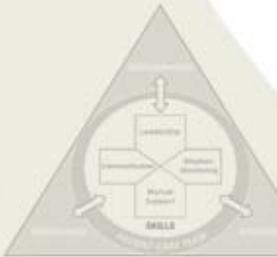
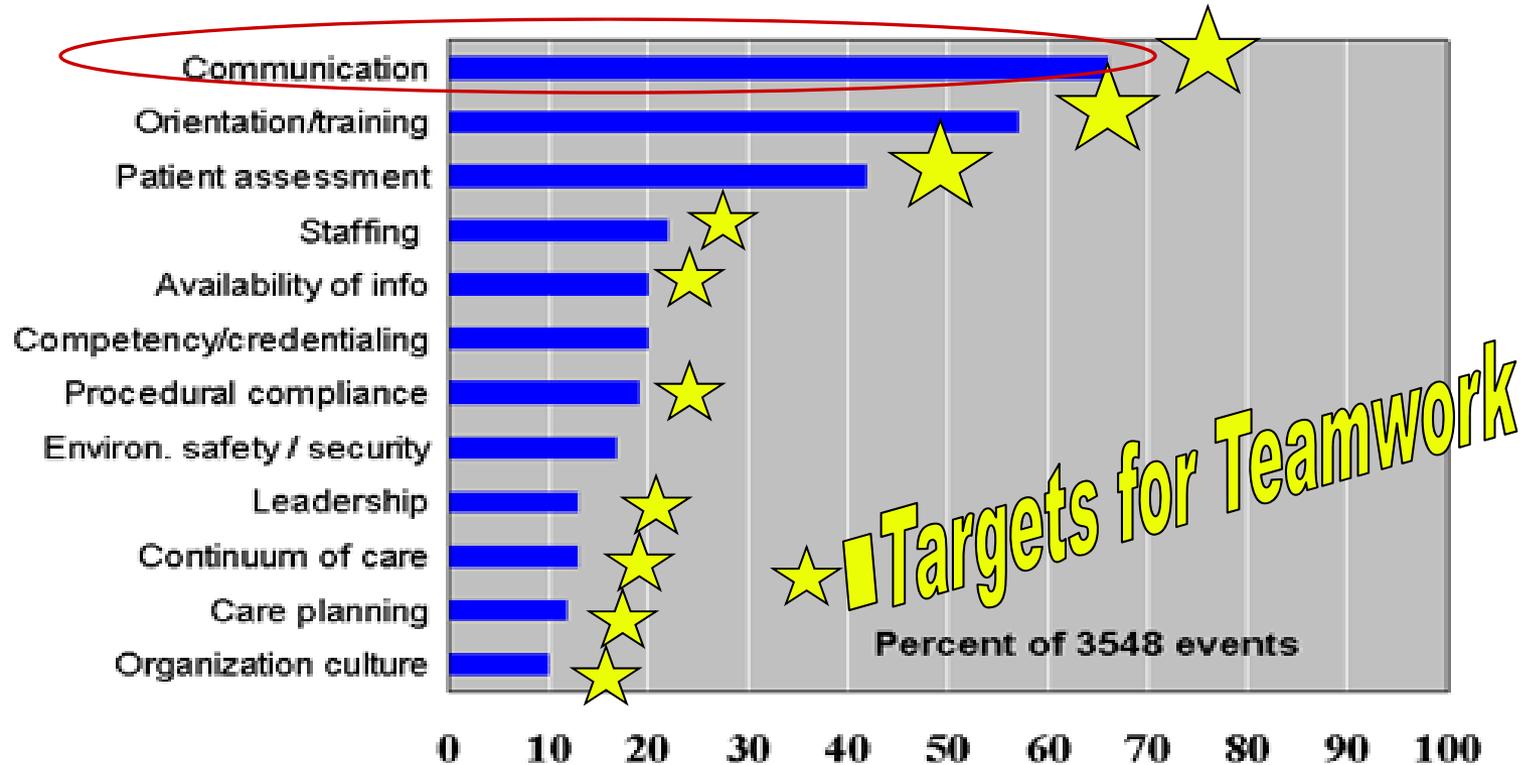


Advancing care and safety through teamwork

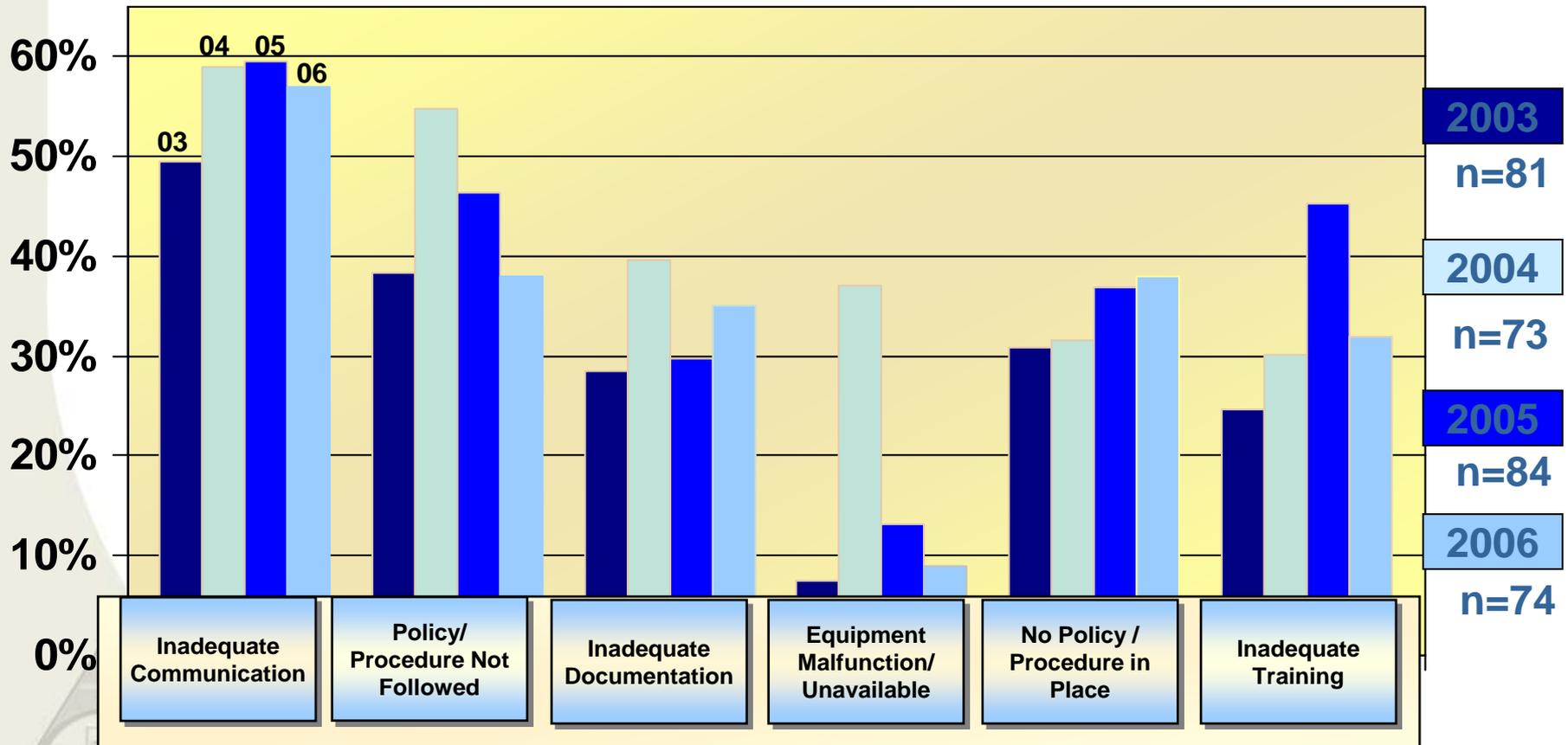
Teamwork Targets Root Causes

Root Causes of Sentinel Events

(All categories; 1995-2005)



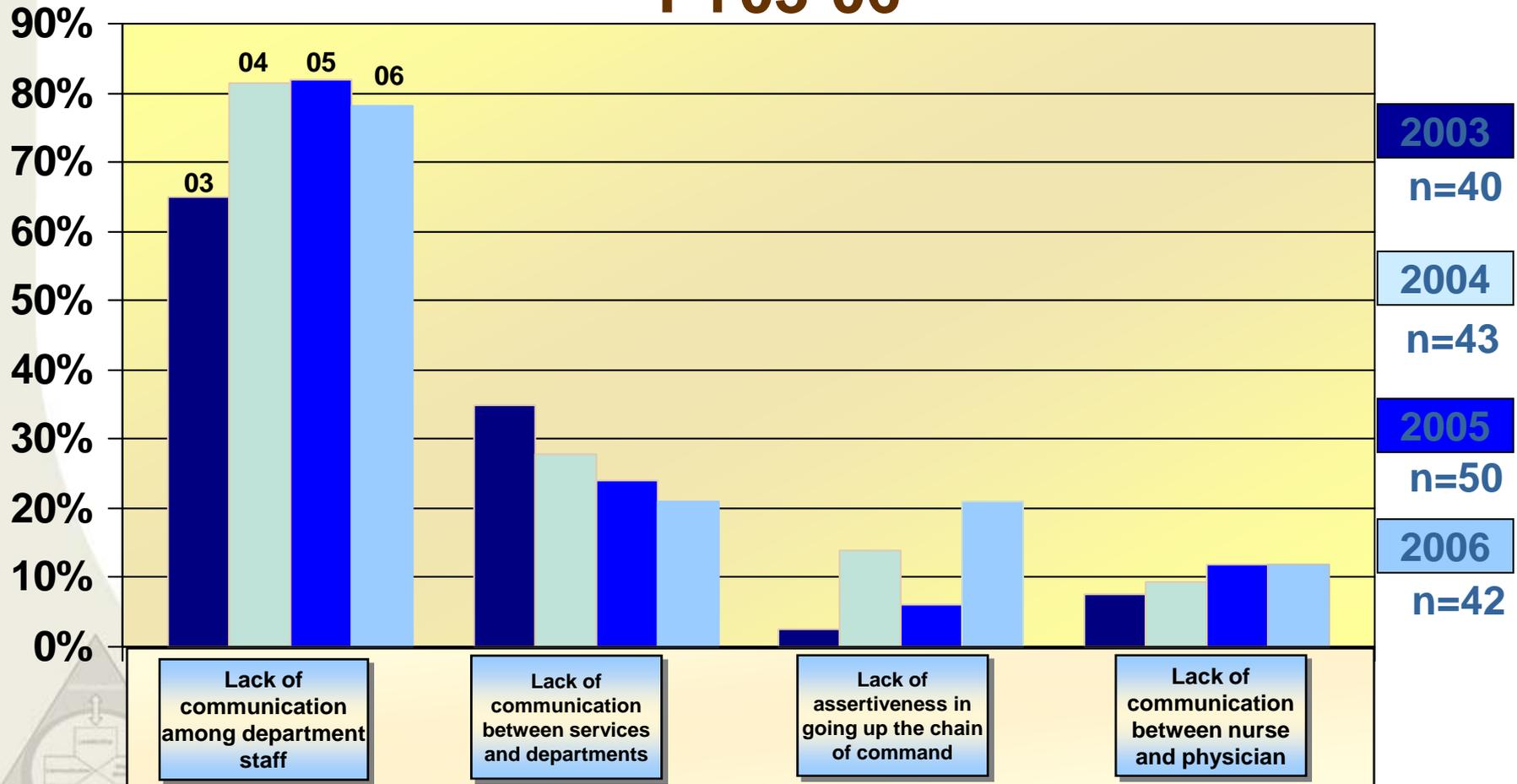
Top Contributing Factors of Sentinel Events from RCAs, FY03-06



Source: DoD Patient Safety Center

NOTICE: This Document is Exempt from Discovery IAW Title 10 U.S.C., Sec.1102. Do Not Release Without Proper Authority.

Causal Factors Reported for Communication/Inadequate Information FY03-06



Source: DoD Patient Safety Center

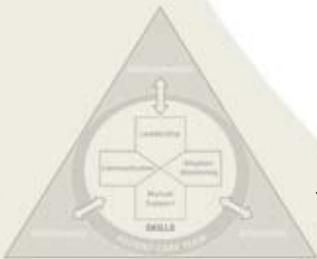
NOTICE: This Document is Exempt from Discovery IAW Title 10 U.S.C., Sec.1102. Do Not Release Without Proper Authority.

Patient Safety Culture Areas	Average % Positive*
Overall Perceptions of Patient Safety	70%
Frequency of Events Reported	57%
Supervisor/Manager Expectations & Actions Promoting Patient Safety	71%
Organizational Learning– Continuous Improvement	69%
Teamwork Within Work Areas	72%
Communication Openness	58%
Feedback and Communication About Error	60%
Nonpunitive Response to Error	46%
Staffing	52%
Management Support for Patient Safety	75%
Teamwork Across Work Areas	66%
Handoffs and Transitions	58%

- * The average percent of positive responses to all the survey items in a patient safety culture area is displayed.

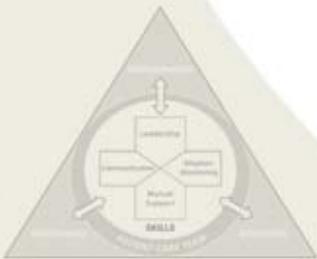
- Response rates—after data cleaning
- Overall DENTAC response rate (excluding MTFs*)
 - $3,219/3,997 = 81\%$
- Average DENTAC Region response rate = 79%
 - Range (lowest to highest): 63% to 93%
- Average Parent DENTAC response rate = 80%
 - Range (lowest to highest): 39% to 100%

❖ *Army MTF response rate = $23,338/47,159 = 49\%$



Research Grounded

- 20+ years of team training research in other high reliability organizations 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.

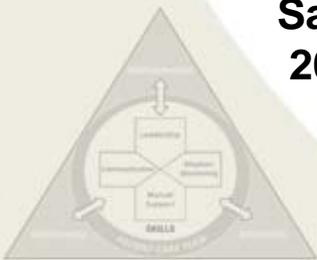


Teams that perform well...

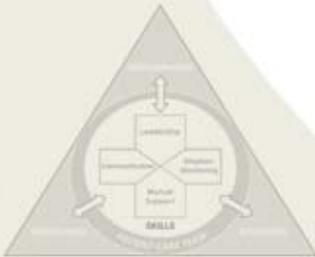
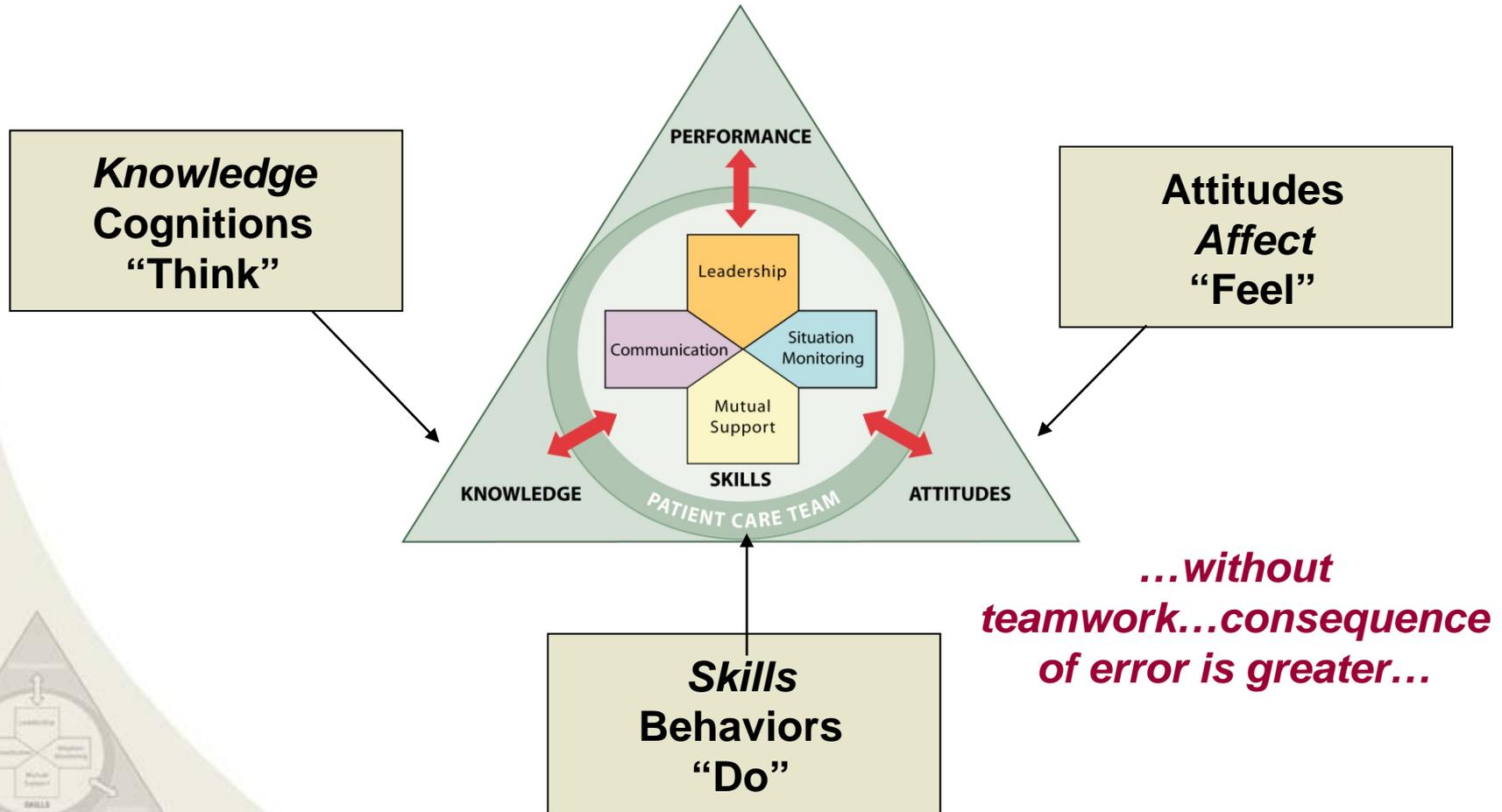
- ✓ Hold shared mental models
- ✓ Have clear roles and responsibilities
- ✓ Have a clear, valued, and shared vision
- ✓ Optimize resources
- ✓ Have strong team leadership
- ✓ Engage in a cycle of feedback
- ✓ Develop a strong sense of 'collective'--trust, teamness and confidence
- ✓ Create mechanisms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



**Salas, funded by Army Research Institute,
2004**

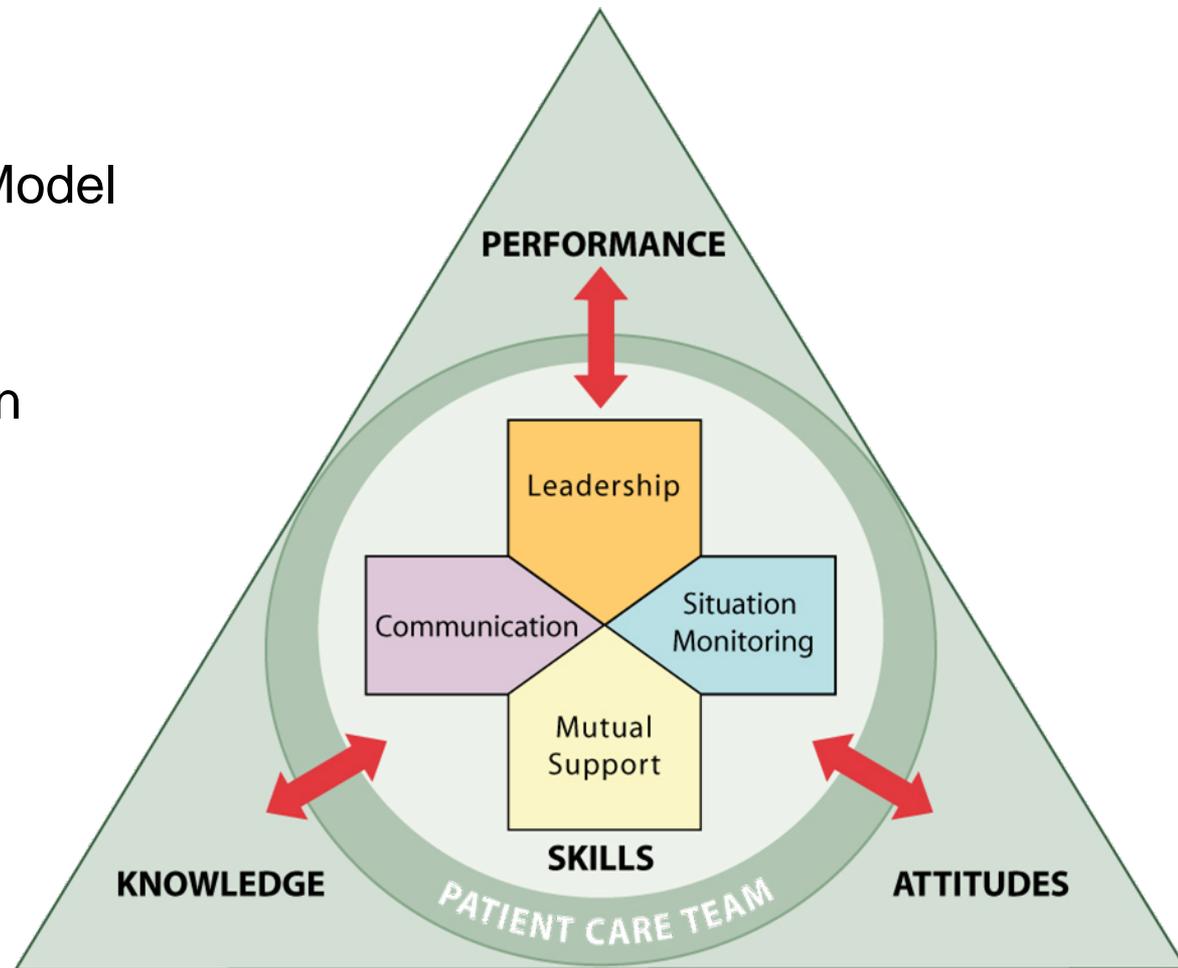


What Comprises Team Performance?



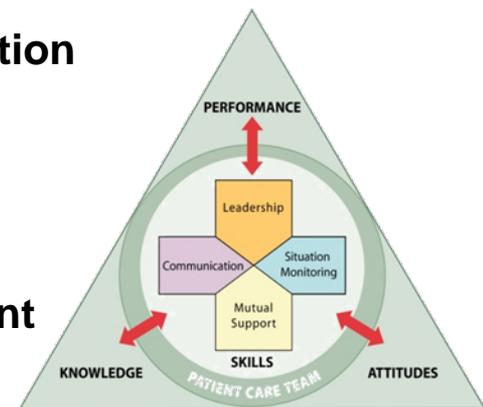
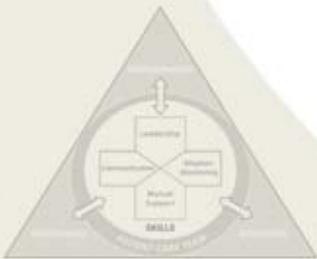
Outcomes of Team Performance

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

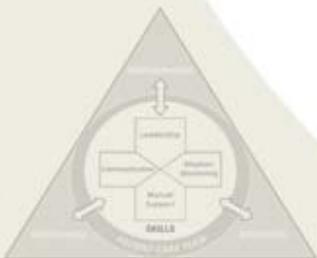
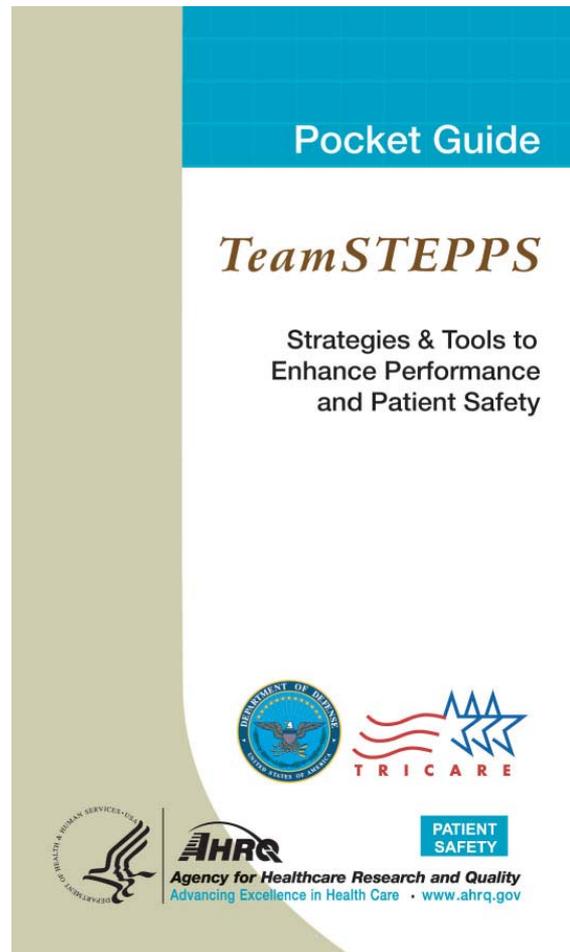


Not Just Training...It's A Teamwork System To Create A Safety Net

- ✓ Lessons learned from behavioral sciences and aviation applied to medicine
- ✓ Comprehensive--Teachable, learnable, and sustainable
- ✓ Focused on changing attitudes and behaviors
- ✓ Specific teamwork skills/behavioral tools
- ✓ Utilize lecture, discussion, vignettes, teamwork failures, demonstration, case studies. testimonials
- ✓ Interactive learning and practice-based application (role-play, simulation)
- ✓ Opportunity to practice thru feedback session
- ✓ Develop coaching and facilitation skills
- ✓ Include strategies for transition and sustainment
- ✓ Customize to unique needs of your institution



TeamSTEPPS™ Pocket Guide



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

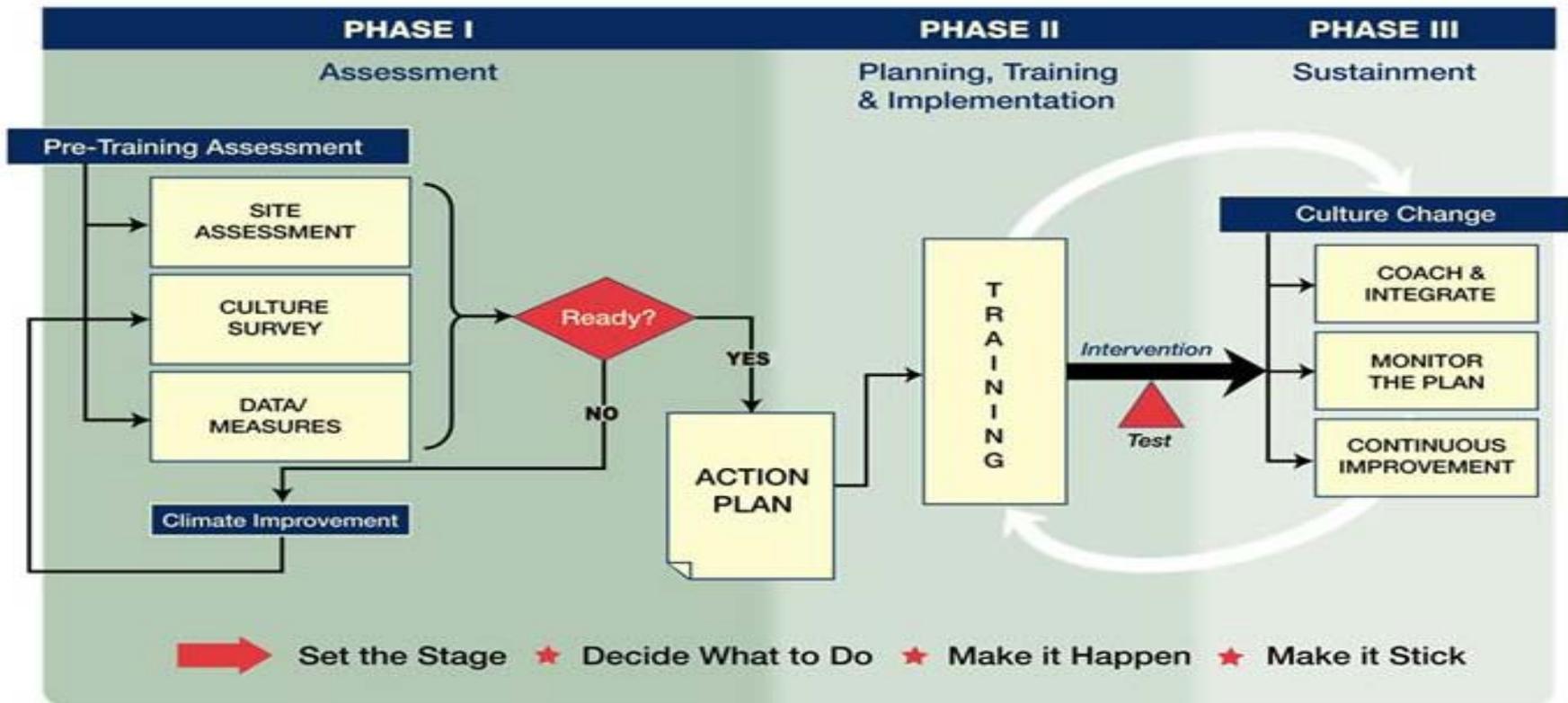
- Brief
- Huddle
- Debrief
- STEP
- Cross Monitoring
- Feedback
- Advocacy and Assertion
- Two-Challenge Rule
- CUS
- DESC Script
- Collaboration
- SBAR
- Call-Out
- Check-Back
- Handoff

OUTCOMES

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



TeamSTEPPS™ Roll-Out



Phase I (Assessment)

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

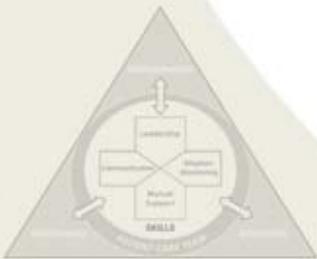
- **Leadership buy-in and direct involvement**
- **Create a change team**
- **Evaluation:** Pre-training evaluation establishes the basis of determining improvement. The suite of measures comprising baseline evaluation is:
 - AHRQ Patient Safety Culture Survey
 - Patient and Staff Satisfaction Survey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



Phase II (Planning, Training, and Implementation)

- Development of TeamSTEPPS™ 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



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

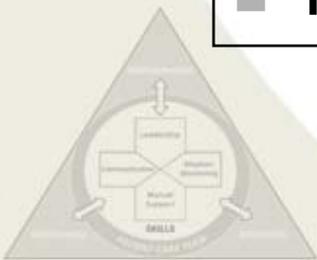
Aim: Within 8 weeks of intervention, 100% providers will know goals and tasks of daily patient plans for all ICU patients.

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

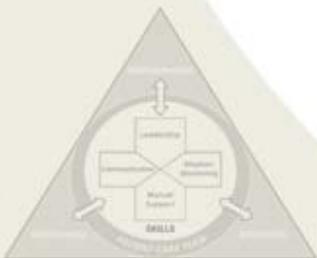
Pronovost et al. (2003)
Journal of Critical Care



Phase III (Sustainment)

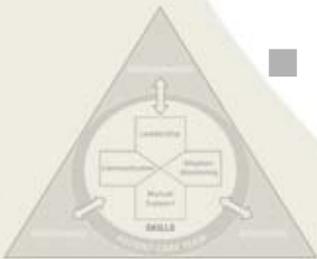
- Coach & Integrate
 - Team role models
 - In-unit coaching of team skills
 - Integration of team tools/processes
- Monitoring the Plan
 - Executive Walk Rounds
 - Team performance observations
- Continuous Improvement
 - Feedback loop for future training opportunities
- Training timelines
 - Initial,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

Making it Stick



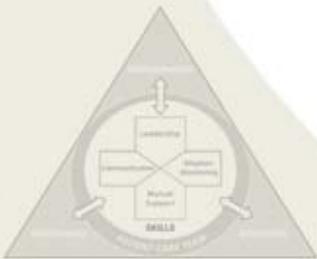
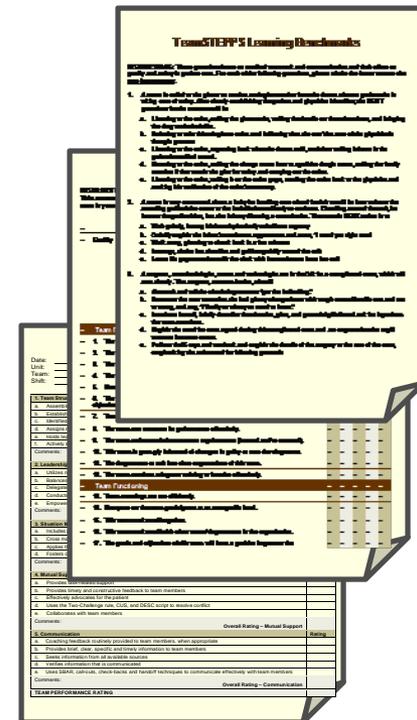
How do I Customize A Training Plan for My Organization?

- TeamSTEPPSTM curriculum is evidence-based and modular
- TeamSTEPPSTM curriculum is comprised of three major training products:
 - Train-the-Trainer
 - Train-the-Participant
 - TeamSTEPPSTM Fundamentals for direct-care givers
 - TeamSTEPPSTM Essentials for ancillary and support staff
 - Train-the-Participant (by HCTCP) with coaching workshop
- In Action Plan--training is tailored to the work unit



What Tools are Available to Measure Outcomes?

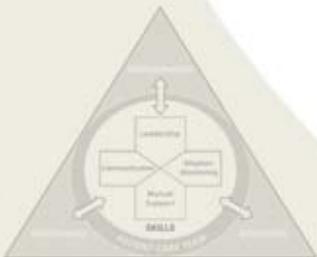
- Team Assessment Questionnaire
- AHRQ Patient Safety Culture Survey
- Patient and Staff Satisfaction Survey
- Team Performance Observation Tool
- TeamSTEPPS™ Learning Benchmarks



Measuring Outcomes and Sharing

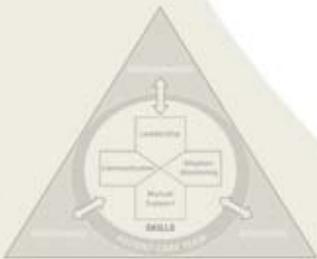
- Send completed measurement tools to TMA for data crunching and analysis
- Share best practices and lessons learned
- Align with your MTF's goals and current measurements
- Learning Action Network (LAN)

...Coming soon (hopefully, by the end of the year)...online performance improvement tracking tool



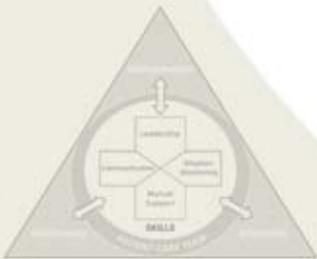
What Resources Are Available?

- Healthcare Team Coordination Program funds the TeamSTEPPSTM initiative; including travel
- Ongoing consultative support
- Comprehensive Instructor Guide (e.g., Instructional Guides, pocket guide, CD, mini-case studies, website with extensive references)
- Learning Action Network (LAN)
- Site assessment visits, including observations



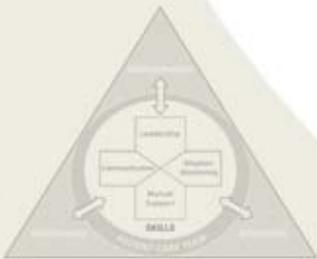
Five Ways TeamSTEPPSTM Transforms Culture

- ✓ 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
- ✓ Enlists the patient as a valued member of the team



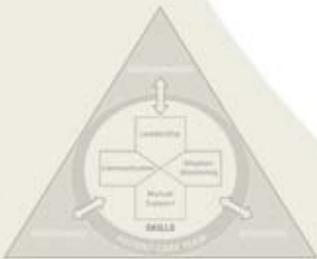
Success Factors for Implementing and Sustaining a Culture of Safety

- ✓ Strong communication campaign
- ✓ Visible support of Senior Leadership
(Executive Sponsor)
- ✓ 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 involve the patient and family!



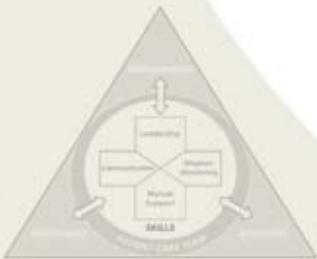
“Why Can’t We Make This Work?”

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



Getting Started...Teamwork Actions

- Contact HCTCP/Patient Safety Office—we will work through your Service Representative
- Review your data (event reporting, near-miss, culture survey, etc.)
- Walk around and ask questions...you'll learn a lot!
- Be on the Change Team
 - Identify opportunities for improvement
 - Create the Action Plan
- Help with TeamSTEPPS™ training and implementation
- Integrate TeamSTEPPS™ into education venues and schoolhouses

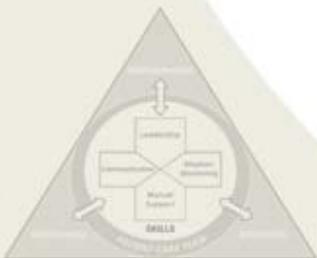


Organizational Transformation

...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



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