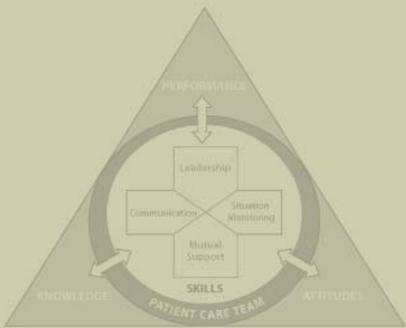




# ARMY DENCOC

Strategic Plan for TeamSTEPPS Spread  
and Sustainment

**MEDCOM PS Center**



# TeamSTEPPS

*Team Strategies & Tools to Enhance Performance & Patient Safety*



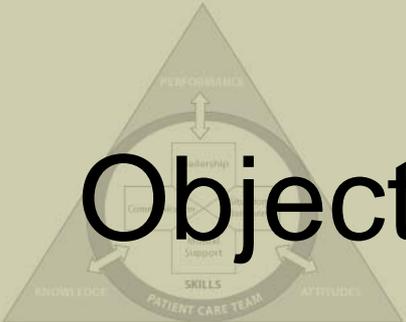
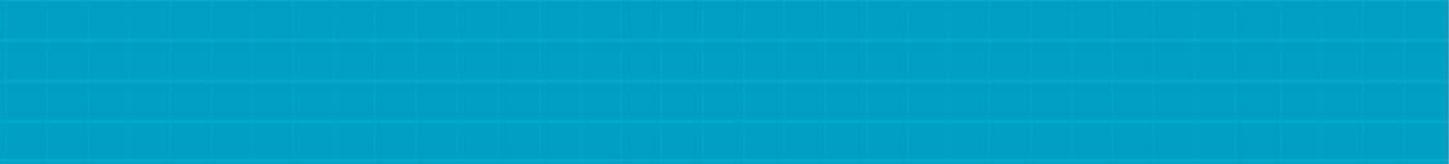
Implementing a Teamwork Initiative  
 Department of Defense Patient Safety Program  
 Healthcare Team Coordination



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PATIENT SAFETY





# Objectives

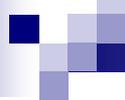
- Describe components of TeamSTEPPS
- State outcomes of improved teamwork
- Describe the impact of ineffective vs. effective communication
- Describe the 3 phases to the TeamSTEPPS™ Initiative
- Identify TeamSTEPPS™ measurement tools and how they can be utilized to monitor change



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PATIENT SAFETY





# What is TeamSTEPPS™?

- An evidence-based teamwork system
- Designed to improve:
  - Quality
  - Safety
  - Efficiency of health care
- Practical and adaptable
- Provides ready-to-use materials for training and ongoing teamwork

# Why Use TeamSTEPPS?

- Goal: Produce highly effective medical teams that **optimize** the use of **information**, **people** and **resources** to achieve the best clinical outcomes
- Teams of individuals who **communicate effectively** and **back each other up** dramatically reduce the consequences of human error
- **Team skills** are not innate; they must be trained

# What is a TEAM?

- Minimum of two or more individuals
- Assigned specific roles and tasks
- Common purpose and shared goals
- Interdependent actions among members



# High-Performing Teams

## **Teams that perform well:**

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

*(Salas et al. 2004)*

# Team Dynamics

- Establishing team structure, climate and implementing core team behaviors ensures:
  - Mechanism for briefing and debriefing
  - Performance and operations are standardized
  - Critical information flows to the key decision maker to inform high stress, high stakes, time compressed decisions
  - Plans of care are established; managed; monitored and modified, as necessary over time
  - Environment supports clinical operations
- Essential elements of team information exchange
  - Minimal set of behavioral expectations for team and supporting personnel



# What Makes TeamSTEPPS Different?

- Evidence-based and field-tested
- Comprehensive
- Customizable
- Easy-to-use teamwork tools and strategies
- Publicly available

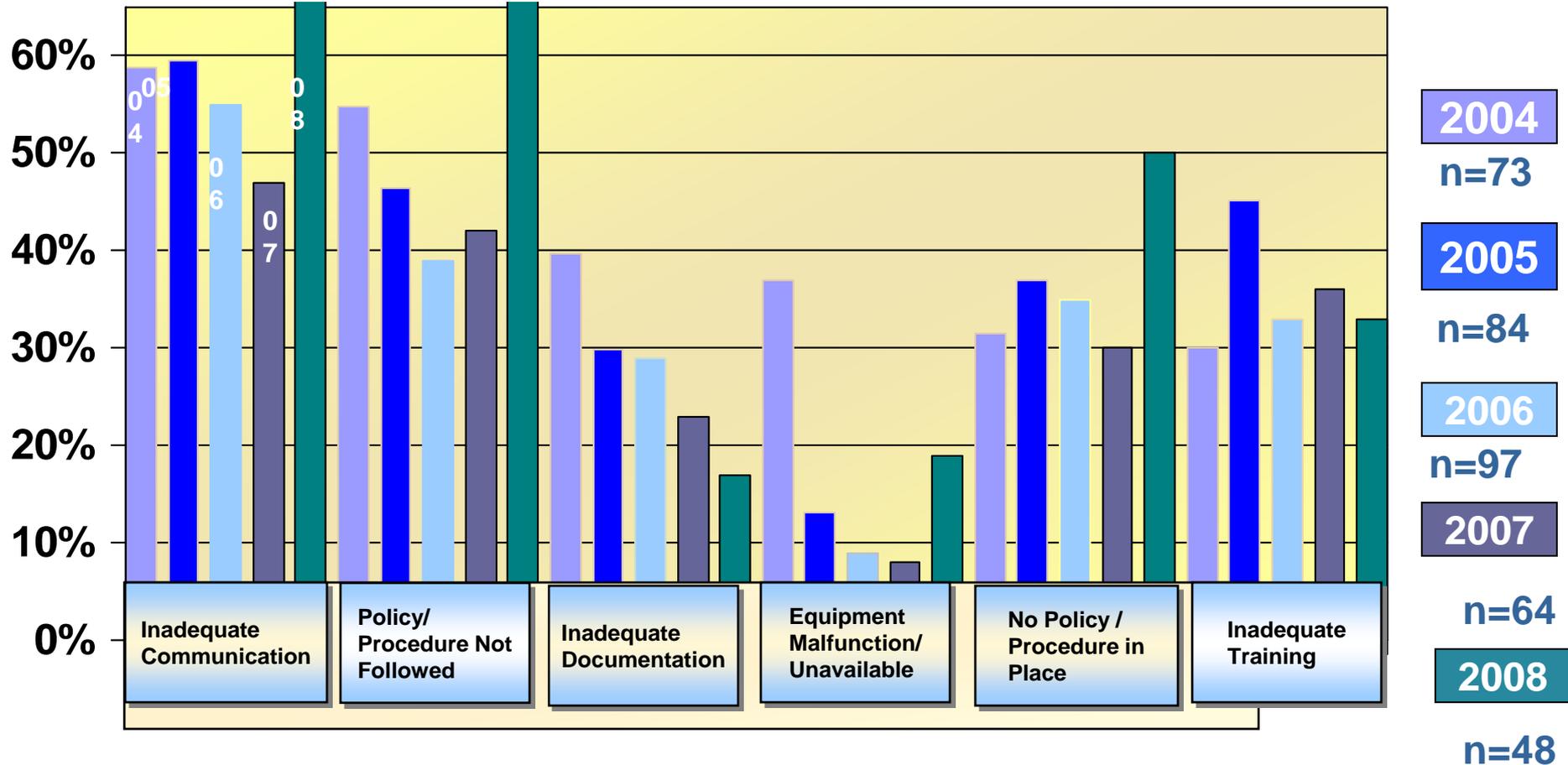
# Teamwork Targets Root Causes

## Root Causes of Sentinel Events

(All categories; 1995-2005)



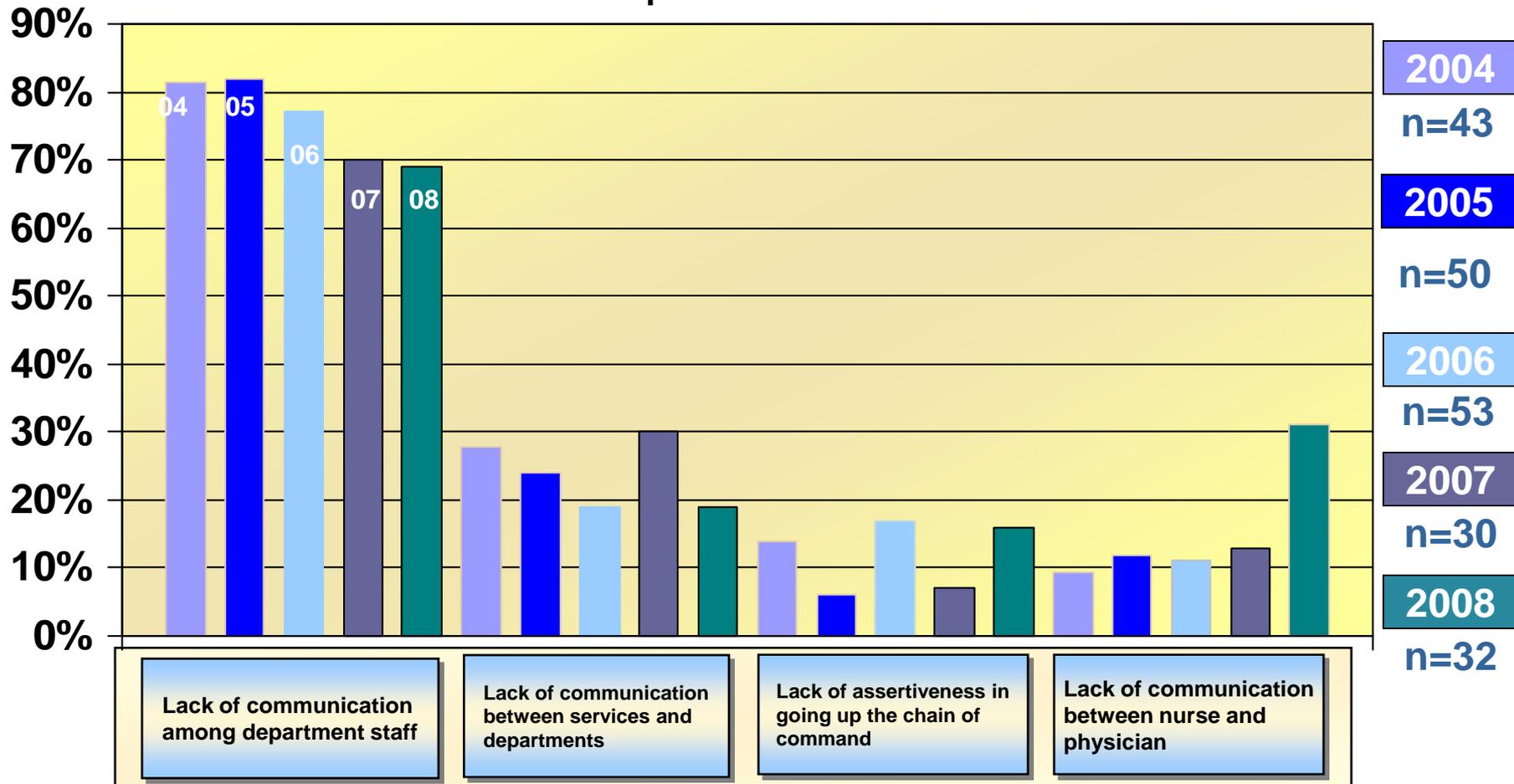
# Top Contributing Factors of Sentinel Events from RCAs, FY04-08: DoD



Source: DoD Patient Safety Center

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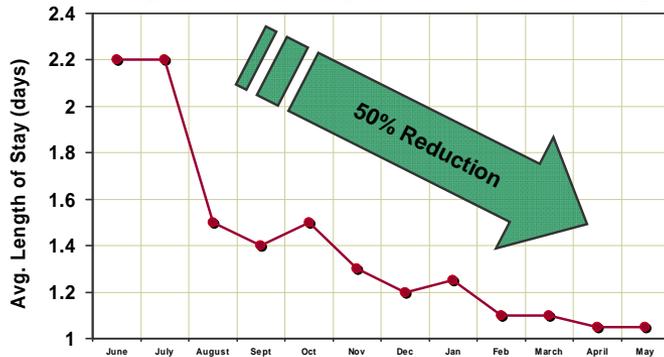
# Causal Factors Reported for Communication/Inadequate Information FY04-08: DoD



Source: DoD Patient Safety Center

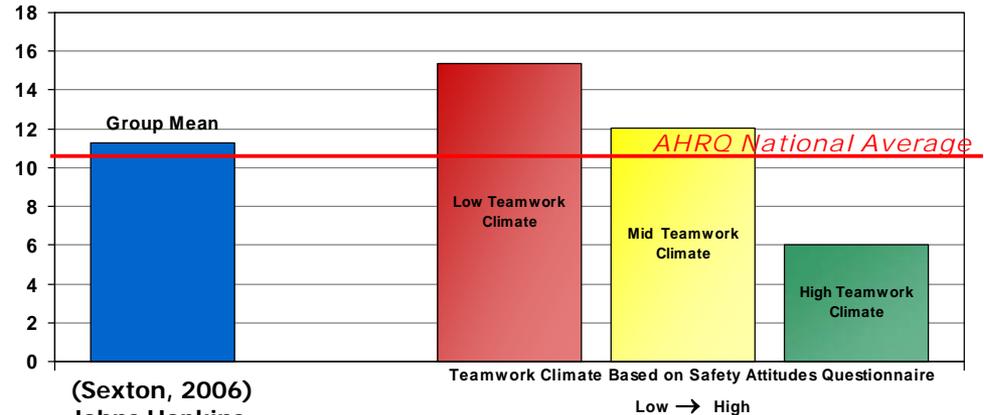
# Team training yields proven results

*Length of ICU Stay After Team Training*



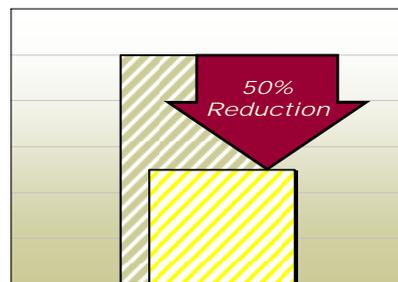
(Pronovost, 2003)  
Johns Hopkins  
Journal of Critical Care Medicine

*OR Teamwork Climate and Postoperative Sepsis Rates*  
(per 1000 discharges)



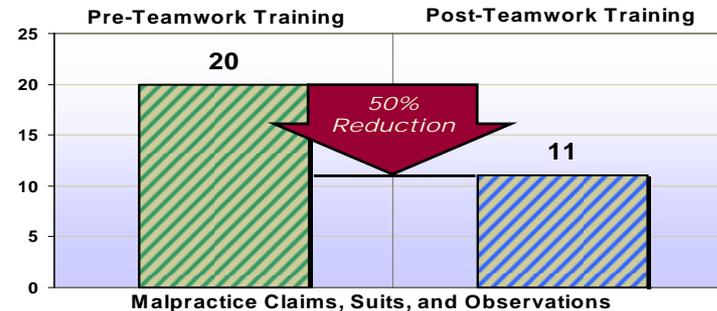
(Sexton, 2006)  
Johns Hopkins

*Adverse Outcomes*



(Mann, 2006)  
Beth Israel Deaconess Medical Center  
Contemporary OB/GYN

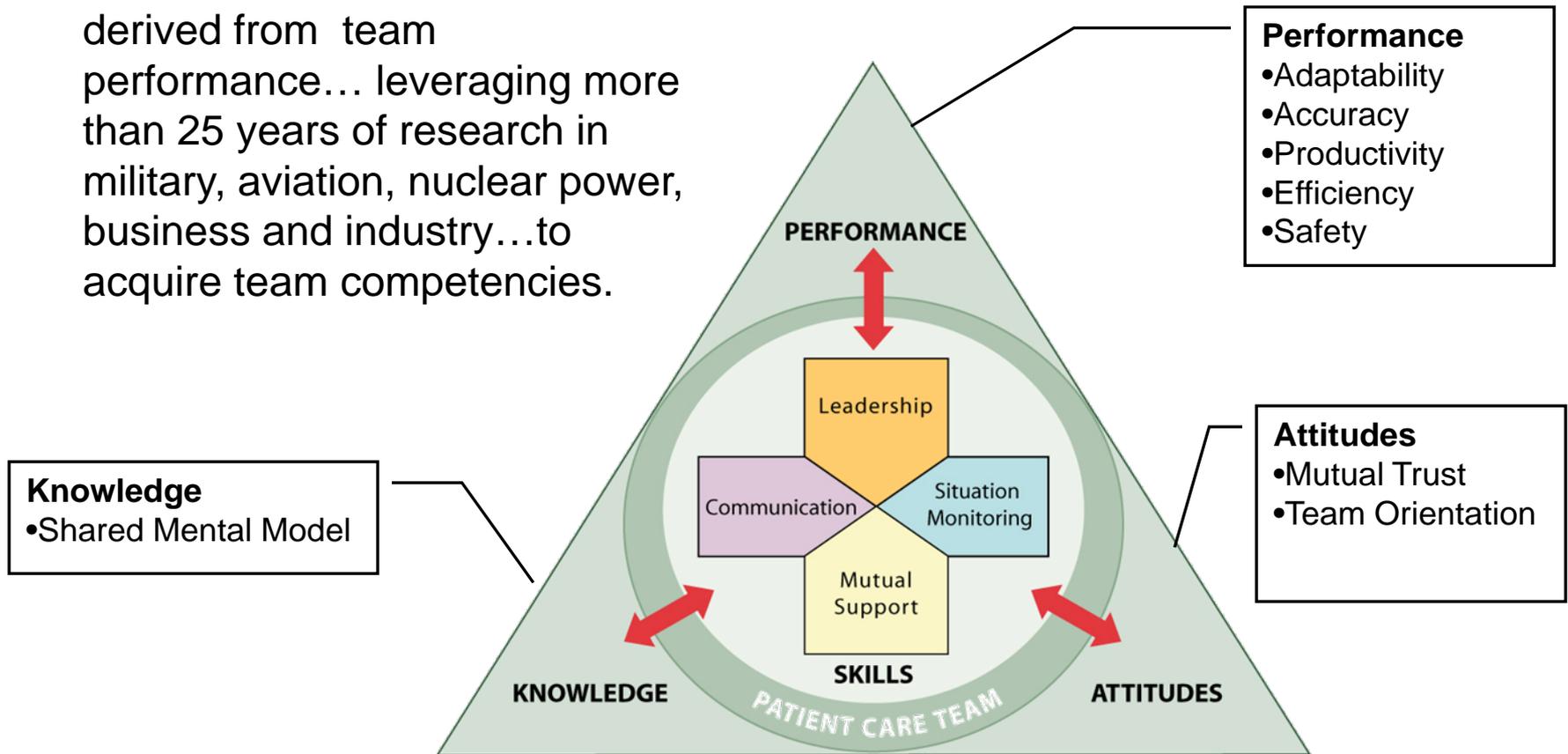
*Indemnity Experience*



Malpractice Claims, Suits, and Observations

# What Comprises Team Performance and Outcomes?

Initiative based on evidence derived from team performance... leveraging more than 25 years of research in military, aviation, nuclear power, business and industry...to acquire team competencies.



# TeamSTEPPS

## Team Competency Outcomes

### Knowledge

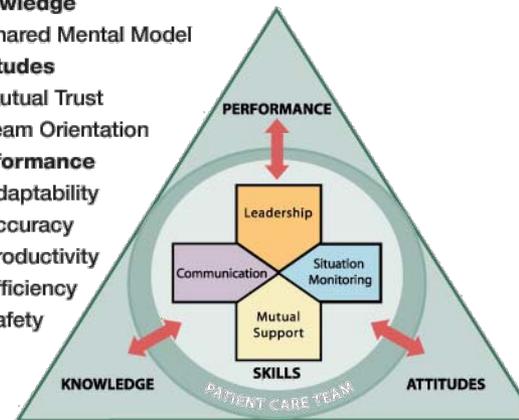
- Shared Mental Model

### Attitudes

- Mutual Trust
- Team Orientation

### Performance

- Adaptability
- Accuracy
- Productivity
- Efficiency
- Safety



TeamSTEPPS is comprised of four teachable-learnable skills: Leadership, Situation Monitoring, Mutual Support, and Communication; the core of the TeamSTEPPS framework. The red arrows depict a two-way dynamic interplay between the four skills and the team-related outcomes. Interaction between the outcomes and skills is the basis of a team striving to deliver safe, quality care. Encircling the four skills is the patient care team which not only represents the patient and direct caregivers, but those who play a supportive role within the healthcare delivery system.

*...TeamSTEPPS is an evidence-based framework to optimize team performance across the healthcare delivery system*

## Key Principles

### **Team Structure**

Delineates fundamentals such as team size, membership, leadership, composition, identification and distribution

### **Leadership**

Ability to coordinate the activities of team members by ensuring team actions are understood, changes in information are shared, and that team members have the necessary resources

### **Situation Monitoring**

Process of actively scanning and assessing situational elements to gain information, understanding, or maintain awareness to support functioning of the team

### **Mutual Support**

Ability to anticipate and support other team members' needs through accurate knowledge about their responsibilities and workload

### **Communication**

Process by which information is clearly and accurately exchanged among team members

## Leadership

### Team Events

#### Planning

- **Brief** - short session prior to start to discuss team formation; assign essential roles; establish expectations and climate; anticipate outcomes and likely contingencies

#### Problem Solving

- **Huddle** - Ad hoc planning to reestablish situation awareness; reinforcing plans already in place; and assessing the need to adjust the plan

#### Process Improvement

- **Debrief** - Informal information exchange session designed to improve team performance and effectiveness; after action review

## Team Performance Observation Tool

### **Team Structure**

- Assembles team
- Establishes leader
- Identifies team goals and vision
- Assigns roles and responsibilities
- Holds team accountable
- Actively shares information

### **Leadership**

- Utilizes resources to maximize performance
- Balances workload within the team
- Delegates tasks or assignments, as appropriate
- Conducts briefs, huddles, and debriefs
- Empowers team to speak freely and ask questions

### **Situation Monitoring**

- Includes patient/family in communication
- Cross monitors team members
- Applies the STEP process
- Fosters communication to ensure a shared mental model

### **Mutual Support**

- Provides task-related support
- Provides timely and constructive feedback
- Effectively advocates for the patient
- Uses the Two-Challenge rule, CUS, and DESC script to resolve conflict
- Collaborates with team

### **Communication**

- Coaching feedback routinely provided to team members when appropriate
- Provides brief, clear, specific, and timely information
- Seeks information from all available sources
- Verifies information that is communicated
- Uses SBAR, call-outs, check-backs, and handoff techniques

## 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 & 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!!*

## Cross walking DENCOM BSC and TeamSTEPPS

<b>DENCOM BSC</b>	<b>DoD PSP TeamSTEPPS</b>
CS 5.0 Improved Patient and Customer Satisfaction	Patient centered care is the emphasis of the TeamSTEPPS Program educating on the importance of including patients in their care
CS 6.0 Maximized Trust in Army Dentistry	Fostering a culture of safety within the DENCOM will cultivate and develop a high reliability organization that can develop Trust, Transparency, and Team among it's members and promote open communication to ensure the mission is met
IP 8.0 Improve Quality, Pt Safety, Outcome-Focused care and Services	Teamwork provides a concrete yet dynamic operations infrastructure from which to anticipate, contain and manage or mitigate the impact of human error
IP 14.0 Improve Internal Communication	TeamSTEPPS is an evidence-based teamwork system aimed at optimizing patient outcomes by improving communication and other teamwork skills among healthcare professionals.
LG 18.0 Improve Professional training and Development	Core training refreshed, renewed, updated and modified with lessons learned and provide CE's for providers and staff

# DENCOM TeamSTEPPS Spread Strategy

DENCOM TS training will follow in Regional waves:

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## **Wave-1**

### **Train “New” Regions: ERDC, WRDC, SERDC**

- Dates: Sep 09 – ERDC \*  
Nov-Dec 09 – WRDC  
Jan-Feb 10 - SERDC
- Resources- TMA, MEDCOM PSC, and DENCOM
- Impact- Any Deployments? Realignment? Change of Commands

# DENCOM TeamSTEPPS Spread Strategy

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## **Wave 2**

### **Complete Regions w/Partial Training completed- GPRDC, PRDC, NARDC**

- Dates: Mar 10 – GPRDC\*\*  
Apr 10 – PRDC  
Jun 10 - NARDC
- Resources: TMA, MEDCOM PSC, and DENCOM
- Impact- Any Deployments? Continue Sustainment of DENTAC training

Pre-training

2-3 months later  
training sessions

Ongoing coaching, monitor,  
reassess, spreads

**PHASE I**

Assessment

**PHASE II**

Planning, Training  
& Implementation

**PHASE III**

Sustainment

**Pre-Training Assessment**

SITE  
ASSESSMENT

CULTURE  
SURVEY

DATA/  
MEASURES

Ready?

YES

NO

ACTION  
PLAN

T  
R  
A  
I  
N  
I  
N  
G

Intervention

Test

**Culture Change**

COACH &  
INTEGRATE

MONITOR  
THE PLAN

CONTINUOUS  
IMPROVEMENT

Climate Improvement



Set the Stage



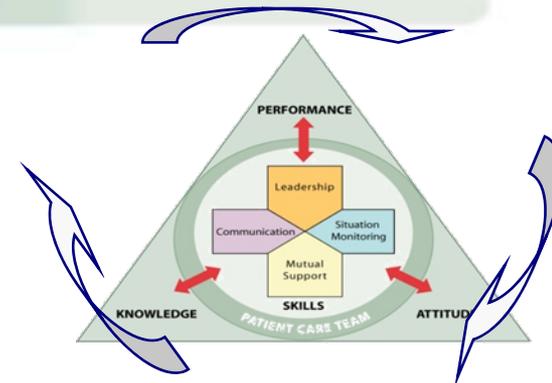
Decide What to Do



Make it Happen



Make it Stick



# DENCOM OIP Inspectable Area



## Commander's Guide

- TeamSTEPPS specific checklist will be written for inclusion in the Patient Safety section of the Guide.
- These items will be inspected for compliance during OIP visits from DENCOM personnel.
- Feedback to be provided to DENTAC and RDC Commanders to facilitate improvement and focused local or online Sustainment Training.