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HEADQUARTERS, US ARMY MEDICAL COMMAND
Fort Sam Houston, TX 78234-6007
091100QMAY 2011

OPERATION ORDER 11-38 (AMEDD-WIDE IMPLEMENTATION OF TEAMSTEPPS™)

References:

- (a) TeamSTEPPS National Implementation Plan. Agency for Healthcare Research and Quality. Date. http://teamstepps.ahrq.gov/about-2cl_3.htm

Time Zone Used Throughout the Order: Quebec (Eastern Daylight Time).

Task Organization: No change.

1. **Situation.**

a. The Department of Defense (DoD) and the Agency for Healthcare Research and Quality (AHRQ) are leaders in the patient safety movement. A major focus of these agencies is supporting research and development activities centered on improving team performance in the delivery of care. The importance of teamwork in promoting high-quality healthcare and preventing medical error has been described in the Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS™) training resources which are sponsored jointly by AHRQ and the DoD in a collaborative development of the program in 2004. TeamSTEPPS is recognized as the national standard for medical team training.

b. The Joint Commission and the Institute for Healthcare Improvement recommend that hospitals establish team training programs. The National Defense Authorization Act of 2010 requires DoD to deliver team training for staff at DoD Military Treatment Facilities (MTFs) through the Health Care Team Coordination Program.

c. The Surgeon General has directed that the TeamSTEPPS Culture of Safety be implemented in all MTFs and that the initial Regional Train the Trainer course be completed in all Regions by the end of FY11.

2. **Mission.** MEDCOM implements TeamSTEPPS in all Medical Treatment Facilities (MTF) NLT 30 SEP 2011 in order to produce highly effective medical teams that optimize the use of information, people and resources to achieve the best clinical outcomes for our beneficiaries.

3. **Execution.**

a. **Commander's Intent.** My intent is to build a patient safety culture that is committed to prevention, reduction, and mitigation of unsafe practices by developing

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b. high-performing medical teams that optimize the use of information, people, and resources to achieve the best clinical outcomes for patients. Key Tasks:

(1) Establish a proactive and systematic approach to developing team-based care through teamwork training, skill building, and team-led performance improvement interventions that reduce preventable harm to patients.

(2) Foster teamwork as a fundamental behavior of our organization through leadership guidance, including visible physician leadership and commitment.

(3) Empower staff to develop the characteristics of “team-ness” by establishing a shared mental model using structured language and effective behaviors to stop unsafe practices.

(4) Establish standardized measures that define success in team training outcomes.

c. Concept of Operations. The TeamSTEPPTS Culture change is a facility responsibility. To achieve this directive, Regional Medical Commands (RMC) and Regional Dental Commands (RDC) will engage and provide oversight to subordinate medical and dental unit(s) in development of the facility strategic plan, implementation activities and sustainment efforts throughout hospitals, dental facilities and clinics.

(1) Phase I – Organizational Readiness. The MTF Commanders will attend a Regional TeamSTEPPTS Briefing and assemble their Culture Change Team. The MTF Commanders and the Culture Change Team will review organizational resources and readiness for the TeamSTEPPTS Culture Change. The Culture Change Team will receive coaching from TeamSTEPPTS Master Trainers during this phase to ensure readiness for Phase II training.

(2) Phase II – Planning and execution. TeamSTEPPTS Culture Change Action Plans will be developed by MTF participants during Regional TeamSTEPPTS Train the Trainer courses. The Action Plan is a document detailing exactly how the MTF will implement the TeamSTEPPTS Culture. MTFs will conduct team training and implement and monitor TeamSTEPPTS interventions in accordance with the MTF Culture Change Action Plan.

(3) Phase III – Sustainment and monitoring. Sustain, monitor and spread improvements in teamwork performance, clinical processes and outcomes resulting from the TeamSTEPPTS Culture Change.

d. Tasks to Subordinate Units.

(1) Regional Medical Commands.

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(a) Ensure assigned MTFs comply with all programs, policies and directives supporting successful TeamSTEPPTS implementation and sustainment, including modification of current TeamSTEPPTS efforts in compliance with this OPORD.

(b) Provide logistic coordination for the Region-wide TeamSTEPPTS Train the Trainer course, MTF Commanders Brief, and annual Regional TeamSTEPPTS sustainment training.

(c) Proposed scheduling for the Regional Train the Trainer:

1. Western Regional Medical Command - December 2010 (complete)
2. Pacific Regional Medical Command - April 2011 (complete)
3. Europe Regional Medical Command - May 2011 (complete)
4. Northern Regional Medical Command - June 2011
5. Southern Regional Medical Command - August 2011

(d) Provide name of primary TeamSTEPPTS POC to the TeamSTEPPTS Coordinator at the MEDCOM Patient Safety Center (PSC), NLT 15 MAY 11.

(e) Following the Regional Train the Trainer, provide to MEDCOM PSC a monthly status report for three months and quarterly thereafter (see ANNEX A).

(f) Ensure assigned MTFs:

1. Integrate TeamSTEPPTS culture into all facility operations.
2. Identify three POCs at the facility level who will form the TeamSTEPPTS Change Team and be the Champions for implementation, training, coordination and sustainment as well as attend the Regional Train the Trainer activities. The team will consist of a physician, a nurse and a medic. Members of the team should have at least 18 months left on station and no planned extended TDY or training within the next year. Both military and civilian employees should be considered to become members of the team.
3. Provide time and support for POCs to develop, implement and sustain TeamSTEPPTS culture initiative.
4. Provide logistical support for onsite TeamSTEPPTS training activities.
5. Provide leadership support for the TeamSTEPPTS culture initiative in all clinical areas.

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6. Maximize participation in TeamSTEPPTS training activities.
7. Maximize participating in the clinic/unit level TeamSTEPPTS plan.
8. Maximize staff participation in completing the online TeamSTEPPTS Teamwork Questionnaire prior to and after Train the Staff activities, and at 6 and 12 months after training.
9. Monitor TeamSTEPPTS Culture sustainment status and communicate the status to Regional POC quarterly.
10. Participate in quarterly MEDCOM TeamSTEPPTS meetings (teleconferences/VTC or Defense Connect Online)
11. Establish processes integrating TeamSTEPPTS into the daily routine of all clinic functions as outlined in the action plan.

(2) US Army Dental Command and Regional Dental Commands.

- (a) Ensure facilities continue to comply with all programs, policies and directives supporting successful TeamSTEPPTS implementation and sustainment
- (b) Continue with current plans for TeamSTEPPTS sustainment.
- (c) Ensure assigned DENTACs:
 1. Integrate TeamSTEPPTS culture into all facility operations.
 2. Identify three POCs at the facility level who will form the DENTAC TeamSTEPPTS Change Team and be the Champions for implementation, training, coordination and sustainment as well as attend the Regional Train the Trainer activities. Members of the team should have at least 18 months left on station and no planned extended TDY or training within the next year. Both military and civilian employees should be considered to become members of the team.
 3. Provide time and support for POCs to develop, implement and sustain TeamSTEPPTS culture initiative.
 4. Provide logistical support for onsite TeamSTEPPTS training activities. Provide leadership support for the TeamSTEPPTS culture initiative in all clinical areas.
 5. Maximize participation in TeamSTEPPTS training activities.
 6. Maximize participation in the clinic/unit level TeamSTEPPTS plan.

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7. Maximize staff participation in completing the online TeamSTEPPTS Teamwork Questionnaire prior to and after Train the Staff activities, and at 6 and 12 months after training.

8. Monitor TeamSTEPPTS Culture sustainment status and communicate the status to Regional POC quarterly.

9. Participate in quarterly MEDCOM TeamSTEPPTS meetings (teleconferences/VTC or DCO)

10. Establish processes integrating TeamSTEPPTS into the daily routine of all clinic functions as outlined in the action plan.

(3) AMEDD Center and School. Review curriculum(s) to explore ways in which to add TeamSTEPPTS training to all curriculums.

d. Task to OneStaff.

(1) MEDCOM Quality Management Division, Patient Safety Program.

(a) Provide trainers and training materials for initial Regional TeamSTEPPTS Training (DENCOM Complete)

(b) Provide funding for initial and annual Regional TeamSTEPPTS trainings.

(c) Provide command brief prior to Regional TeamSTEPPTS training.

(d) Provide coaching to MTF TeamSTEPPTS Change Team prior to Regional TeamSTEPPTS training.

(e) Provide coaching to MTF TeamSTEPPTS Change Team throughout completion of the facility Culture Change Plan.

(f) Coordinate Regional TeamSTEPPTS telephonic meeting quarterly as a venue to exchange best practices and assist with sustainment.

(g) Provide regional onsite TeamSTEPPTS coaching and sustainment training to MTFs for both Medical and Dental Regions on an annual basis.

(h) Collect data on training, implementation and sustainment from results of the Teamwork Questionnaire as a measure of culture change for the MEDCOM balanced scorecard.

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(i) Provide venue for MTFs to complete the Teamwork Assessment Questionnaire.

(j) Provide Regional and MTF Commands with results of Teamwork Assessment Questionnaire on request.

(k) Coordinate for additional support for the facility as identified and available.

(l) Coordinate with AMEDD Center and School to integrate TeamSTEPPTS into curriculums of all appropriate courses.

e. Coordinating Instructions.

(1) Regional Patient Safety POC will communicate requirements for additional resources, training, supplies, directly to the TeamSTEPPTS Coordinator at the MEDCOM PSC.

(2) Communicate needs for additional resources, training, USUHS CE support, or supplies to the MEDCOM TeamSTEPPTS Coordinator.

4. SUSTAINMENT.

a. Sustainment plan for each MTF is outlined at the initial Regional Train the Trainer event and updated by the facility MTF TeamSTEPPTS Change Team.

b. Facility sustainment progress will be communicated to RMC and RDC and MEDCOM as outlined above.

c. Regional onsite TeamSTEPPTS coaching and sustainment training to MTFs will be funded and conducted by MEDCOM TeamSTEPPTS Coordinators for both Medical and Dental Regions on an annual basis.

5. COMMAND AND CONTROL.

a. Command. Normal command relationships remain in effect.

b. Signal.

(1) The Manager of MEDCOM Patient Safety Program is LTC Jorge D. Carrillo at (210) 221-8543 or via e-mail at jorge.carrillo@us.army.mil.

(2) The TeamSTEPPTS Coordinator for MEDCOM is Ms. Phyllis Toor at (210) 221-8932 or via email at phyllis.toor@us.army.mil.

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(3) The TeamSTEPPTS Coordinator for DENCOM is Ms. Roberta Sjelin at (210) 221-6428 or via email at roberta.sjelin@us.army.mil.

ACKNOWLEDGE: OPSCENTER 21 at eoc.opns@amedd.army.mil.

SCHOOMAKER
LTG

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ANNEXES:

Annex A (TeamSTEPPTS Report)
Annex B (MTF Commander Guidelines)
Annex C (MTF TeamSTEPPTS Change Team Guidelines)
Annex D (Dental Commander Guidelines)
Annex E (DENTAC TeamSTEPPTS Change Team Guidelines)

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ACS, Health Policy and Services
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DIR, AMEDD Transformation
DIR, Executive Agencies
DIR, Special Staff
DIR, Strategy and Innovation
DIR, Strategic Communication
Chief Nurse

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ANNEX A (TEAMSTEPS™ REPORT) TO OPORD 11-38 (IMPLEMENTATION OF TEAMSTEPS™)

Regional TeamSTEPS POC:

FACILITY:	Primary MTF TeamSTEPS POC (with DEROS if applicable)	MTF Chege Team Members (with DEROS if applicable)	Percent of staff attended Train Line Staff / Total # of staff trained	Number of on-site TeamSTEPS Trainers Trained.	TeamSTEPS culture integration strategies	Last TeamSTEPS Survey Complete	Next quarters Train-the Staff training dates	Next quarters Train-the Trainer training dates
LRMC								
LRMC- Landstuhl								
Vienza								
Wiesbaden								
Heidelberg/MEDDAC-Nachrichten Kase me								
Stuttgart								
Mannheim								
Deveris MEDDAC- Deveris								
Graffenweir								
Katterbach								
Bamberg								
Viseck								
Hohenfels								
Illshausen								
Schwinfurt								

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ANNEX B (MTF COMMANDER GUIDELINES) TO OPORD 11-38 (AMEDD-WIDE IMPLEMENTATION OF TEAMSTEPPTS™)

MTF Commander Guidelines

1. Identify three POCs at facility level who will form the facilities initial TeamSTEPPTS Change Team and be the Champions for implementation, training, coordination and sustainment as well attend the Regional Train the Trainer activity. The team will consist of a physician, a nurse and a medic.
2. Review and approve the TeamSTEPPTS strategic plan developed by the MTF TeamSTEPPTS Change Team.
3. Ensure TeamSTEPPTS culture is integrated into all operations.
4. Provide time and support for the MTF TeamSTEPPTS Change Team to develop, implement and sustain TeamSTEPPTS culture initiative.
5. Provide logistical support for onsite TeamSTEPPTS training activities.
6. Ensure all levels of facility leadership support the TeamSTEPPTS culture initiative in all clinical areas.
7. Engage Quality Management and Patient Safety Departments to support the TeamSTEPPTS initiative.
8. Ensure maximum participation in TeamSTEPPTS training activities.
9. Ensure maximum participating in the clinic/unit level TeamSTEPPTS plan.
10. Ensure maximum staff participation in completing the online TeamSTEPPTS Teamwork Questionnaire prior to and after Train the Staff activities as well as 6 months and 12 months after training.
11. Monitor the TeamSTEPPTS Culture training, implementation and sustainment.
12. Report to Regional POC status of TeamSTEPPTS training, implementation and sustainment plan.
13. Communicate needs for additional resources, training, USUHS CE support, or supplies to the Regional POC or to the TeamSTEPPTS Coordinator at the MEDCOM PSC.

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**ANNEX C (MTF TEAMSTEPPS CHANGE TEAM GUIDELINES) TO OPORD 11-38
(AMEDD-WIDE IMPLEMENTATION OF TEAMSTEPPS™)**

MTF TeamSTEPPS Change Team Guidelines

1. The MTF TeamSTEPPS Change Team members are the Champions for implementation, training and coordination.
2. The committee will expand to include other members based on the MTF strategic plan.
3. Will attend the Regional Train the Trainer activity.
4. Will develop the facility TeamSTEPPS Strategic Culture Change plan to include training, implementation, integration and sustainment
5. Provide representation to the quarterly MEDCOM TeamSTEPPS Meeting.
6. Ensures maximum staff participation in completing the online TeamSTEPPS Teamwork Questionnaire prior to and after Train the Staff activities as well as 6 months and 12 months after training.
7. Communicate needs for additional resources, training, support, or supplies to the MTF commander.
8. Report to MTF Commander the status of TeamSTEPPS Culture Change Plan to include information on training, implementation, integration and sustainment.

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ANNEX D (DENTAL COMMANDER GUIDELINES) TO OPORD 11-38 (AMEDD-WIDE IMPLEMENTATION OF TEAMSTEPPTS™)

DENTAC Commanders Guidelines

1. Identify three POCs at facility level who will form the facilities TeamSTEPPTS Change Team and be the Champions for implementation, training, coordination and sustainment.
2. Review and approve the TeamSTEPPTS strategic plan developed by the DENTAC TeamSTEPPTS Change Team.
3. Ensure TeamSTEPPTS culture is integrated into all operations.
4. Provide time and support for the TeamSTEPPTS Change Team to develop, implement and sustain TeamSTEPPTS culture initiative.
5. Provide logistical support for onsite TeamSTEPPTS training activities.
6. Ensure all levels of facility leadership support the TeamSTEPPTS culture initiative in all clinical areas.
7. Engage Quality Management and Patient Safety Departments to support the TeamSTEPPTS initiative.
8. Ensure maximum participation in TeamSTEPPTS training activities.
9. Ensure maximum participating in the clinic/unit level TeamSTEPPTS plan.
10. Ensure maximum staff participation in completing the online TeamSTEPPTS Teamwork Questionnaire prior to and after Train the Staff activities as well as 6 months and 12 months after training.
11. Continue to monitor TeamSTEPPTS Culture sustainment status and communicate the status to Regional POC quarterly.
12. Communicate needs for additional resources, training, USUHS CE support, or supplies to the Regional POC or to the TeamSTEPPTS Coordinator at the MEDCOM PSC.
13. Report to Regional POC status of TeamSTEPPTS training, implementation and sustainment plan.

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**ANNEX E (DENTAC TEAMSTEPPS CHANGE TEAM GUIDELINES) TO OPORD 11-38
(AMEDD-WIDE IMPLEMENTATION OF TEAMSTEPPS™)**

DENTAC TeamSTEPPS Change Team Guidelines

1. The DENTAC TeamSTEPPS Change Team members are the Champions for implementation, training and coordination.
2. The committee will expand to include other members based on the DENTAC strategic plan.
3. Will develop the facility TeamSTEPPS Strategic Culture Change plan to include training, implementation, integration and sustainment
4. Provide representation to the quarterly MEDCOM TeamSTEPPS Meeting.
5. Ensures maximum staff participation in completing the online TeamSTEPPS Teamwork Questionnaire prior to and after Train the Staff activities as well as 6 months and 12 months after training.
6. Communicate needs for additional resources, training, support, or supplies to the DENTAC commander.
7. Report to DENTAC Commander the status of TeamSTEPPS Culture Change Plan to include information on training, implementation, integration and sustainment.