

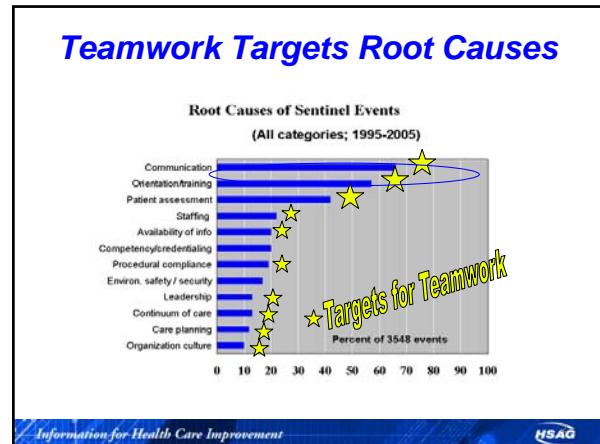
Introduction to TeamSTEPPS

Introduction to Team STEPPS

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Health Services Advisory Group

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TeamSTEPPS

- *To Err is Human*: There is a need for “interdisciplinary team training programs that incorporate proven methods for team management.”
- Developed by the Department of Health and Human Services Agency for Healthcare Research and Quality (AHRQ) and the Department of Defense
- Evidence-based team training and techniques of effective communication and other teamwork

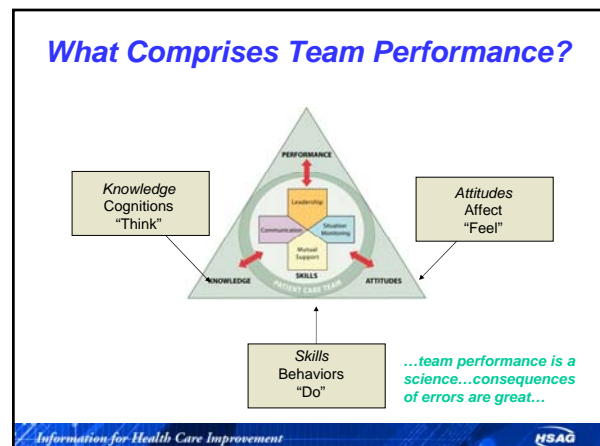
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TeamSTEPPS Alignment

- National Patient Safety Goals
- IHI 5 Million Lives Campaign
- NQF Safe Practices
- SCIP Measures
- Joint Commission Leadership Standards
- Universal Protocol

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Introduction to TeamSTEPPS

Outcomes of Team Competencies

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

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Change Management

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Key Discussion Points

- We hear a lot:** Leadership questions
 - What is TeamSTEPPS?
 - What are the phases to a successful implementation?
 - How will I measure effectiveness of training?
 - What resources are available?
 - How can you support the effort?
 - What are the tools that can be integrated into daily practice to enhance quality, performance, and patient safety?
- We listen a lot:** Provider and Staff questions
 - What is this change? What is wrong with what we are doing now?
 - Why is it necessary? What will happen if we don't change? ...but we already work as a team!
- We learn even more:** Transferring training to outcomes – Change Model

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Not Just Training . . . It's a Teamwork System

- 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
- Interactive learning and practice-based application (role play, simulation)
- Opportunity to practice through feedback session
- Develop coaching and facilitation skills
- Include strategies for transition and sustainability
- Customize to unique needs of the institution

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Team Training Yields Proven Results

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Transforming 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
- Enlists the patient as a valued team member

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Introduction to TeamSTEPS

Barriers to Team Effectiveness


| BARRIERS | TOOLS and STRATEGIES | OUTCOMES |
|---|--|---|
| <ul style="list-style-type: none"> ■ 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 | <ul style="list-style-type: none"> Brief Huddle Debrief STEP Cross Monitoring Feedback Advocacy and Assertion Two-Challenge Rule CUS DESC Script Collaboration SBAR Call-Out Check-Back Handoff | <ul style="list-style-type: none"> ■ Shared Mental Model ■ Adaptability ■ Team Orientation ■ Mutual Trust ■ Team Performance ■ Patient Safety!! |

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Resource Requirements

- Strategic planning expertise
 - Trainers: physician and others
 - Coaches: practicing clinicians, human factors or patient safety experts
 - Flexibility for in-situ training and coaching
 - Observation team
 - Data analysis support
 - Project management action planning skills
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Remember the Long-Term Goal

- Effective team members:
 - Are better able to predict the needs of other team members.
 - Provide quality information and feedback.
 - Engage in higher-level decision-making.
 - Manage conflict skillfully.
 - Understand their roles and responsibilities.
 - Reduce stress on the team as a whole through better performance.
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Components of Team STEPPS

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Leadership

“Leaders are judged not by their personal successes but by the successes of those they lead.”


— Pam Bilbrey



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Team Leadership

- 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
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Resource Management

A strategy for achieving workload balance within and across teams in a unit

- Refers to people, knowledge or information, materials, and time that can be drawn upon to accomplish a task
- Goal is to prevent work overload situations that compromise situation awareness and increase the risk of error

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Strategies for Resource Management

Delegate



Huddle



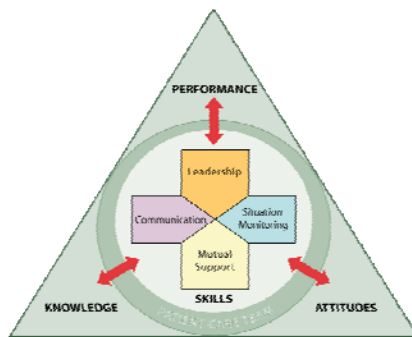
Debrief



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Situation Monitoring



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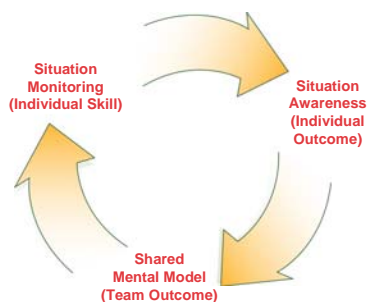
Situation Monitoring



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Situation Monitoring



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Situation Monitoring

- Situation Monitoring: actively scanning behaviors and actions to assess elements of the situation or environment
- Cross Monitoring: monitoring the actions of other team members for the purpose of sharing the workload and reducing or avoiding errors
- Situation Awareness: knowing the current conditions affecting the team's work

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Shared Mental Model

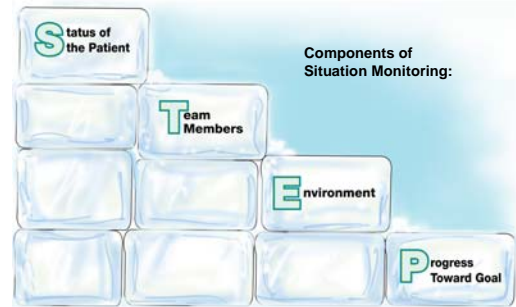
The perception of, understanding of, or knowledge about a situation or process that is shared among team members through communication.



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STEP



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I'm Safe

I' Illness
 M Medication

 S Stress
 A Alcohol and drugs
 F Fatigue
 E Eating and elimination

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Mutual Support



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Mutual Support



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Advocacy, Assertion, and Conflict Resolution

- Advocate for the patient
 - Invoked when team members' viewpoints don't coincide with that of a decision maker
- Assert a corrective action in a *firm* and *respectful* manner



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Assertion

- Respect and support authority
- Clearly assert concerns and suggestions
- Use an assertive statement (**nonthreatening and ensures that critical information is addressed**)
 - Make an opening
 - State the concern
 - State the problem
 - Offer a solution
 - Reach an agreement

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Conflict Resolution

- Two-challenge rule
 - It is your *responsibility* to assertively voice your concern at least *two times* to ensure that it has been heard
 - The member being challenged must acknowledge



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CUS Words



A constructive approach for managing and resolving conflict

- D**—Describe the specific situation
- E**—Express your concerns about the action
- S**—Suggest other alternatives
- C**—Consequences should be stated

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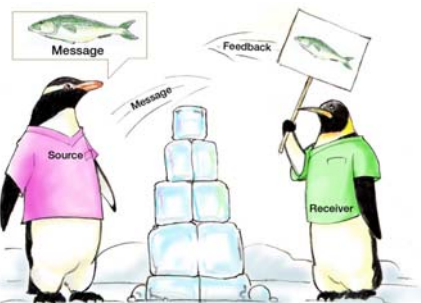
Communication



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Communication



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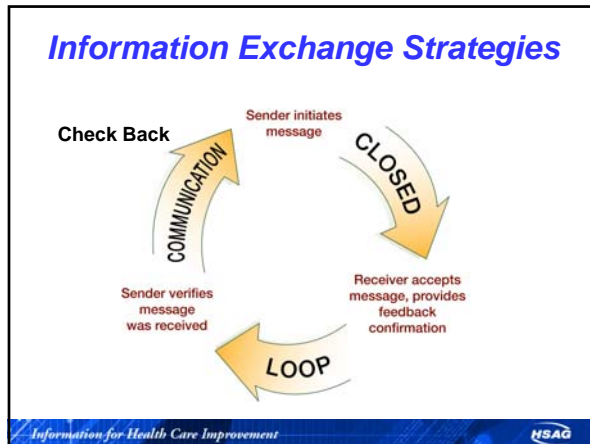
Information Exchange Strategies

- Situation, Background, Assessment, Recommendation (SBAR)
- Call-Out
 - Strategy used to communicate important or critical information
 - It informs all team members simultaneously during emergency situations
- 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

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Introduction to TeamSTEPS



I Pass the Baton

Introduction: Introduce yourself and your role/job (include patient)

Patient: Identifiers, age, sex, location

Assessment: Present chief complaint, vital signs, symptoms, and diagnosis

Situation: Current status/circumstances, including code status, level of uncertainty, recent changes, and response to treatment

Safety: Critical lab values/reports, socio-economic factors, allergies, and alerts (falls, isolation, etc.)

THE

Background: Co-morbidities, previous episodes, current medications, and family history

Actions: What actions were taken or are required? Provide brief rationale

Timing: Level of urgency and explicit timing and prioritization of actions

Ownership: Who is responsible (nurse/doctor/team)? Include patient/family responsibilities

Next: What will happen next? Anticipated changes? What is the plan? Are there contingency plans?

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Urgency

- Get people's attention!
- Sell the need for change . . . sell the pain and the consequences of not changing.
- Immerse people in information about the change.
- Discuss ways to solve the problems people identify with the change.
 - Empower people to solve the “problem.”

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Vision and Strategy

Senior Leadership is responsible for:

- Establishing the definition of a “culture of safety” aligned with expectations, core values, and shared beliefs.
- Informing the organization of these values and evaluating the culture.
- Leading the process of:
 - Translating values into expected behaviors.
 - Establishing trust and accountability.
- Communicating a commitment to shaping the culture.
- Modeling the expected behaviors.

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Create a New Culture!

- Develop action steps for stabilizing, reinforcing, and sustaining the change.
- Continually monitor the results from the change and identify opportunities for further improvements.
- Make adjustments to the change vision and strategy to reflect new learning and insights.
- Encourage people to be open to new challenges, forces, and pressures for the change.

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Recommendations


- Start small.
- Ensure that the most appropriate person is in the assigned role.
- Dedicate the resources necessary to be successful:
 - Coaches.
 - Training time.
 - Reinforce training.
- Model and support learning.
- Be prepared for the “long-haul.”

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Introduction to TeamSTEPPS


Coaching Competencies

| | |
|---|--|
| Communication Communicating Instructions Providing Feedback Listening for Understanding | Performance Improvement Setting Performance Goals Rewarding Improvement Dealing with Failure Assessing Strengths and Weaknesses |
| Relationships Building Rapport and Trust Motivating Others Working w/ Personal Issues Confronting Difficult Situations | Execution Responding to Requests Following Through |

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Errors to Avoid

- Allowance for complacency
- Failure to create a sufficiently powerful Change Team
- Not truly integrating the vision
- Not allowing for barriers and obstacles
- Not celebrating “short-term wins”
- Declaring victory too soon
- Neglecting to anchor changes firmly in the culture

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Remember the Long-Term Goal

- Effective team members:
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 - Engage in higher level decision-making.
 - Manage conflict skillfully.
 - Understand their roles and responsibilities.
 - Reduce stress on the team as a whole through better performance.

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Next Steps

- What components of TeamSTEPPS will benefit your organization?
- Who is your champion for TeamSTEPPS?
- Who are your effective coaches?
- Are you willing to provide the resources necessary to ensure successful training?
- When do you want to start?

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Over 1 million drug-related injuries occur every year in health care settings. The Institute of Medicine estimates that at least a quarter of these injuries are preventable.

To find out how to prevent medication errors, go to <http://www.hsag.com/drugsafety/>.



www.hsag.com

This material was prepared by Health Services Advisory Group Inc., the Medicare Quality Improvement Organization for Arizona, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services. The contents presented do not necessarily reflect CMS policy. Publication No. AZ-9SOW-6.2.3-100808-01

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