

Overview: TeamSTEPPS

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Suzanne R. Anders, RN, CPHQ
Health Services Advisory Group

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Overview

- Learning Objectives
 - Describe the theoretical framework of TeamSTEPPS
 - List the tools and strategy training TeamSTEPPS offers to an organization
- Discussion Objectives
 - Provide recommendations for ensuring successful implementation of TeamSTEPPS
 - Agree upon curriculum components of TeamSTEPPS
 - Clarify questions and or concerns regarding implementation of TeamSTEPPS

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TeamSTEPPS

**Strategies and Tools
to Enhance
Performance
and Patient Safety**

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Training Initiative

Length of ICU Stay After Team Training

Avg. Length of Stay (days)

70% Reduction

"High-performance teams create a safety net for your healthcare organization as you promote a culture of safety."

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

Teamwork Climate based on Safety Attitudes Questionnaire

"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"

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TeamSTEPPS Framework

PERFORMANCE

KNOWLEDGE

ATTITUDES

SKILLS

Leadership
Communication
Mutual Support
Situation Monitoring

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What Comprises Team Performance?

PERFORMANCE

KNOWLEDGE

ATTITUDES

SKILLS

Leadership
Communication
Mutual Support
Situation Monitoring

PATIENT CARE TEAM

Knowledge
Cognitions
"Think"

Attitudes
Affect
"Feel"

Skills
Behaviors
"Do"

...team performance is a science...consequences of errors are great...

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Overview: TeamSTEPPS

Outcomes of Team Competencies

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

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Leadership

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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

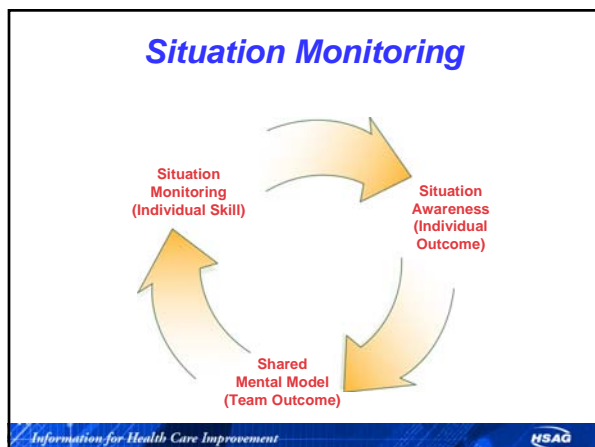
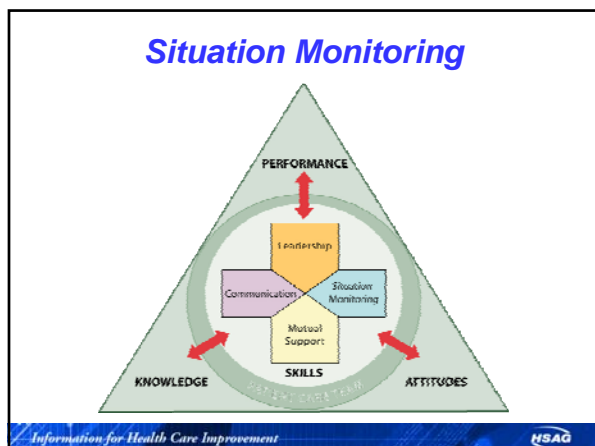
Delegate

Huddle

Debrief

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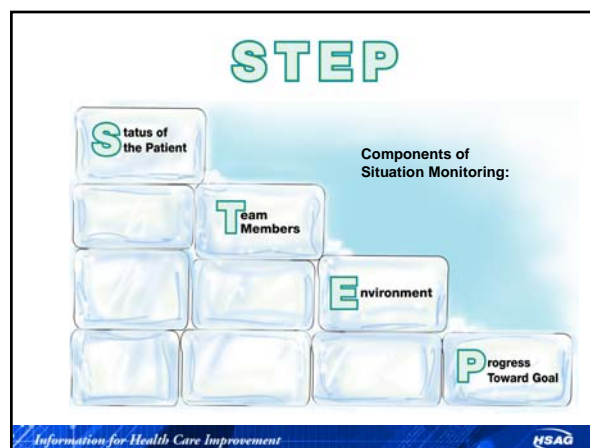


- ### Situation Monitoring
- Situation Monitoring: actively scanning behaviors and actions to assess elements of the situation or environment
 - Cross Monitoring: monitoring the actions of other team members for the purpose of sharing the workload and reducing or avoiding errors
 - Situation Awareness: 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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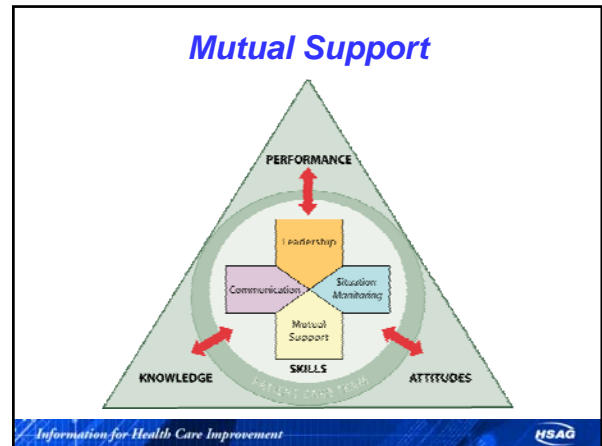
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I'm Safe

I Illness
M Medication


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


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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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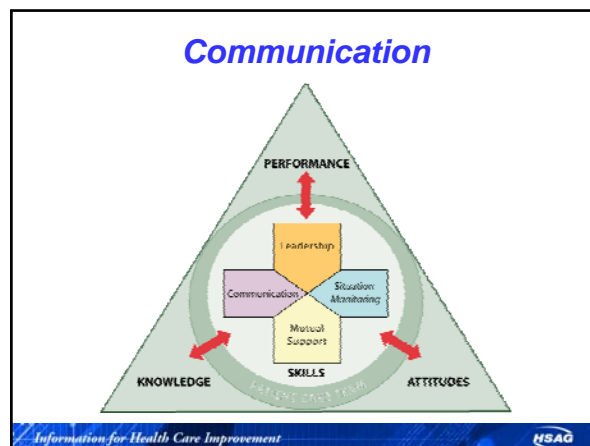
CUS Words

C I am Concerned!
U I am Uncomfortable!
S This is a Safety Issue!

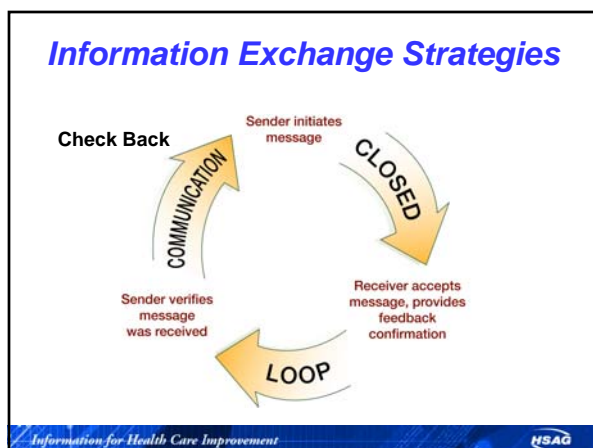
A constructive approach for managing and resolving conflict

- 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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- ### 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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- ### 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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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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Overview: TeamSTEPS

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:
 - 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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Next Steps

- What components of TeamSTEPS will benefit your organization?
- Who is your champion for TeamSTEPS?
- 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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Contact Information

- Suzanne Anders, RN, CPHQ
 - Clinical Quality Specialist / SCIP Lead
 - sanders@azqio.sdps.org
 - 602.665.6171
- Barbara Warren
 - Director, Health Communications
 - bwarren@hsag.com
 - 602.665.6113

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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

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