TeamSTEPPS

Review for Unit/Area-Based Coach Training
TeamSTEPPS

Introduction

Teamwork Is All Around Us
Objectives

- Describe the relationship between teamwork and safety
- Describe effective leadership and leadership skills
- Describe the relationship between situation monitoring, shared mental models, and team effectiveness
- Describe effective verbal and task related mutual support
- Describe effective communication skills
- Recognize barriers to effective teamwork
Why Do Errors Occur—Some Obstacles

- Workload fluctuations
- Interruptions
- Fatigue
- Multi-tasking
- Failure to follow up
- Poor handoffs
- Ineffective communication
- Not following protocol
- Excessive professional courtesy
- Halo effect
- Passenger syndrome
- Hidden agenda
- Complacency
- High-risk phase
- Strength of an idea
- Task (target) fixation
JCAHO Sentinel Events

Root Causes of Sentinel Events

(All categories; 1995-2005)

- Communication
- Orientation/training
- Patient assessment
- Staffing
- Availability of info
- Competency/credentialing
- Procedural compliance
- Environ. safety / security
- Leadership
- Continuum of care
- Care planning
- Organization culture

Percent of 3548 events

Targets for Teamwork
Outcomes of Team Competencies

- **Knowledge**
  - Shared Mental Model

- **Attitudes**
  - Mutual Trust
  - Team Orientation

- **Performance**
  - Adaptability
  - Accuracy
  - Productivity
  - Efficiency
  - Safety
Teamwork Actions

- Recognize opportunities to improve patient safety
- Assess your current organizational culture and existing Patient Safety Program components
- Identify teamwork improvement action plan by analyzing data and survey results
- Design and implement initiative to improve team-related competencies among your staff
- Integrate TeamSTEPPS into daily practice.

“High-performance teams create a safety net for your healthcare organization as you promote a culture of safety.”
Multi-Team System for Patient Care

- Patient
- Core Team
- Coordinating Team
- Ancillary Services
- Administration

Contingency Teams
Required Skills for Team Performance

- Leadership
- Situation Awareness
- Mutual Support
- Communication
What Team Leaders Do
Effective Team Leaders

- 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
Team Events

- Briefs – planning
- Huddles – problem solving
- Debriefs – process improvement

Leaders are responsible to assemble the team and facilitate team events

But remember...

Anyone can request a brief, huddle, or debrief
Briefing

- Team membership and roles
- Clinical status of the patient
- Team goals and potential pitfalls
- Resources
TeamSTEPPS

Team Huddles
Debriefs

- Debriefs should be conducted for the following reasons:
  - So team members learn from actual situations
  - So learning takes place collectively
  - So team members can exchange information
  - So teams can improve performance
Delegation is a means of managing resources whereby information, equipment, and key staff are allocated to specific tasks.
Modeling Teamwork

- Effective team leaders utilize the team skills in their daily practice and encourage team behaviors by:
  - Sharing information
  - Displaying appropriate communication, monitoring, and support behaviors
  - Helping team members achieve the effective team performance using the same behaviors
  - Encouraging active participation by all team members
Required Skills for Team Performance

- Leadership
- Situation Awareness
- Mutual Support
- Communication
A Continuous Process

1. Situation Monitoring (Skill)

2. Situation Awareness (Individual Outcome)

3. Shared Mental Models (Team Outcome)
**How can I contribute to a Shared Mental Model?**

- Routinely update others
- Acknowledge deviations or changes in the situation
- Alert team to actual or potential problems
- Verbalize a course of action
- Request needed information
Required Skills for Team Performance

- Leadership
- Situation Awareness
- Mutual Support
- Communication
Mutual Support

Mutual support is the essence of teamwork

- Protects team members from work overload situations that may reduce effectiveness and increase the risk of error
- Mutual support consists of helping your fellow teammates by offering assistance

- Two kinds of mutual support
  - Task related
  - Verbal
I’M SAFE Checklist

I = Illness
M = Medication
S = Stress
A = Alcohol and Drugs
F = Fatigue
E = Eating, Elimination, and Emotions
Required Skills for Team Performance

- Leadership
- Situation Awareness
- Mutual Support
- Communication
Please Use CUS Words but *only* when appropriate!
SBARq

- SBARq is a technique for communicating clearly and concisely.
- Communicate the following information:
  - Situation
  - Background
  - Assessment
  - Recommendation
  - Any Questions?
Check Back

Receiver accepts the message and provides feedback confirmation

Sender verifies that the message was received

Sender initiates the message
Callout

- A strategy used to communicate important or critical information.
- It informs all team members simultaneously during emergency situations.
- It helps team members anticipate next steps.
- On your unit, what information would you want called out?
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.

The Five Essential Handoff Elements during delivery

- Drugs
- Meconium
- Multiple births
- Gestational Age
- Precipitating Factors
**Perspective Shift**

- a single focus (clinical skills)
- individual performance
- under-informed decision-making
- a loose concept of teamwork
- an unbalanced workload
- having information
- self-advocacy
- self-improvement
- individual efficiency

- a dual focus (clinical and team skills)
- team performance
- informed decision-making
- a clear understanding of teamwork
- a managed workload
- sharing information
- mutual support
- team improvement
- team efficiency
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Ways to Coach
TeamSTEPPS

Five Approaches to Coaching

- Facilitate Team Event
- Lead a debrief
- 1:1 Coaching
- In-the-Moment Coaching during a Team Patient Care Activity
- Booster Training
Facilitate Team Event

- Brief
- Huddle
- Debrief

In most cases this will involve preparing or guiding a leader.
Lead a debrief

- Focus on the positive
- Encourage everyone to participate
- Recognize and reinforce teamwork behavior
1:1 Coaching

- Accepted
- Requested
- Before, during or after
In-the-Moment Coaching during a Team Patient Care Activity

- Trust
- Leader endorses
- Everyone aware of role
- General understanding of TeamSTEPPS
Booster Training

- 1:1 During downtime
- Scheduled time with a small group
- Scheduled time during regularly scheduled staff meetings
- Need prior Ready Training