Welcome

• Introduction and Disclosures

• Objectives
  ➢ Discuss the human aspects of team-based care
  ➢ Describe the five behaviors of a cohesive team
  ➢ Describe how TeamSTEPPS® improves patient safety and patient-centered care
  ➢ Describe the process for assessing organizational readiness
  ➢ Identify at least one component of TeamSTEPPS® to that may improve your practice
As the number of people impacted by cardiovascular disease rises, swift treatment and action becomes more critical.

**TARGET:BP**

- **MEASURE** blood pressure accurately, every time.
  Accurate measurement and recording of BP is essential to categorize level of BP, ascertain BP-related CVD risk, and guide management of high BP.

- **ACT** rapidly to address high blood pressure readings.
  Take rapid action and follow treatment protocols to bring BP under control.

- **PARTNER** with patients, families, and communities to promote self-management and monitor progress.
  Improve adherence to treatment and lifestyle changes through collaborative communication and follow-up visits.

www.targetbp.org

**Community Health Net**

**Delaware Valley Community Health**

**Glendale Area Medical Association**

**Greater Philadelphia Health Action**

**Keystone Rural Health Consortium**

**Philadelphia FIGHT**

**Project HOME**
Care Team Structure
Team Interactions

Think of the members of your team

➢ When does the team interact? How often?
➢ How does the team exchange information?
➢ What is the quality of the interactions and information?
➢ Does the team have enough information to do their jobs and ensure patient safety?
➢ How could the team improve information exchange and interactions?
Barriers to Effective Care
Do you think we should see him today?
Discussion

• Can you see all or part of this happening in your office?
• What stood out to you in the video?
• How did things go well?
• How did things go not so well?
Five Behaviors of a Cohesive Team
The Five Behaviors™ Model

Trust One Another
When team members are genuinely transparent and honest with one another, it forms a safe environment that creates and builds vulnerability-based trust.

Engage in Conflict Around Ideas
With trust, team members are able to engage in unfiltered, constructive debate of ideas.

Commit to Decisions
When team members are able to offer opinions and debate ideas, they feel heard and respected, and will be more likely to commit to decisions.

Hold One Another Accountable
Once everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

Focus on Achieving Collective Results
The ultimate goal is the achievement of results, unlocked through implementing the model’s principles of Trust, Conflict, Commitment, and Accountability.
Focusing on...

Results

Focus on Collective Outcome

Embracing...

Accountability

Full Attainment of Commitments

Achieving...

Commitment

Clarification and Buy-In

Mastering...

Conflict

Constructive Debate

Building...

Trust

Vulnerability Without Fear of Repercussions
Introduction

• **Team Strategies and Tools to Enhance Performance and Patient Safety.**

• DoD and AHRQ collaboration to improve communication, reduce chance of error, and enhance patient safety

• Teamwork depends on the ability to:
  ➢ Anticipate needs of others
  ➢ Adjust to actions and changing environment
  ➢ Achieve shared understanding of how a procedure or plan of care should happen

**Personality types play a key role in team dynamics**
Culture Change

- Create a new culture
- Don’t let up—Be relentless
- Short-term wins
- Empower others
- Understanding & buy-in
- Develop a change vision & strategy
- Build the guiding team
- Create sense of urgency
The Research – Clinical Outcomes

• 50% reduction in the Weighted Adverse Outcome Score (WAOS), which describes the adverse event score per delivery
• 50% decrease in the Severity Index, which measures the average severity of each delivery with an adverse event

Mann, S., Marcus, R., Sachs, B. Lessons from the cockpit: How team training can reduce errors on L&D (Grand Rounds) Contemporary OB/Gyn v51 i1:34(8), January 2006.

• Reduced rate of adverse drug events
• Improved medication reconciliation at patient admission

The Research – Teamwork Outcomes

• Significant improvement in communication and supportive behavior
• Significant increases in perceptions of teamwork after training

• Reductions in turnover rate
• Increases in employee satisfaction
The Research – Value

• Better continuity of care, access to care, and patient satisfaction

• Higher patient-perceived quality of care

• Superior care for diabetes patients
So What? Why Should I Care?

Cohesive Teams + Optimal Taskwork Structure (workflow) = Quadruple AIM

Taking into account the human dynamics of a team sets the foundation for professional and patient safety, quality, engagement, outcomes, satisfaction, retention, and ...........
Framework and Competencies

Team Competency Outcomes

Knowledge
- Shared Mental Model

Attitudes
- Mutual Trust
- Team Orientation

Performance
- Adaptability
- Accuracy
- Productivity
- Efficiency
- Safety

Leadership
- Communication
- Situation Monitoring
- Mutual Support

Performance
- Knowledge
- Skills
- Attitudes

TeamSTEPPS® 2.0

American Heart Association®
TeamSTEPPS® 2.0

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The Five Behaviors™ Model

- Results: Focus on Collective Outcome
- Accountability: Full Attainment of Commitments
- Commitment: Clarification and Buy-In
- Conflict: Constructive Debate
- Trust: Vulnerability Without Fear of Repercussions
Phase 1 - Assess the Need

- Establish an organizational-level change team
- Conduct a site assessment
- Define the problem, challenge, or opportunity for improvement
- Define the goal of your intervention
Phase 2 – Planning, Training, and Implementation

- Define the intervention
- Develop a plan for implementation, measurement, and communication
- Gain leadership commitment
- Prepare teams for change
- Implement training
Phase 3 - Sustainment

- Opportunities to practice
- Leadership emphasize new skills
- Regular feedback and coaching
- Celebrate wins
- Measure success
- Update the plan
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TeamSTEPPS 2.0

Leadership
Communication
Situation Monitoring
Mutual Support

Performance

Knowledge Skills Attitudes
Communication

“Please administer an EKG to Miss Green, who is in Room 6.”

“So you want me to give Miss Green, who is in Room 6, an EKG?”

“Yes, that is exactly right.”

“OK, I will prepare and administer the EKG.”
Leadership

A process whereby an individual organizes and influences a group of individuals to achieve a common goal. - Peter Northouse

• Leaders influence team effectiveness

• High performing leaders engage teams to plan, problem solve, and improve over time

• Effective leaders maximize the activities of team members
Situation Monitoring

• Actively scanning to assess a situation or environment

• Benefits
  ➢ Mitigates problems or harm
  ➢ Fosters mutual respect and accountability
  ➢ Safety net for patients and teams

• Shared mental model outcome
Mutual Support

• Anticipating and supporting needs

• Requires accurate knowledge of responsibilities and workload

• Benefits
  ➢ Prevent errors
  ➢ Increased team effectiveness
  ➢ Minimize strain of work overload
  ➢ Team adaptability and orientation
  ➢ Mutual trust
Assess the Need
Phase 1 - Assess the Need

- Establish an organizational-level change team
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- Define the problem, challenge, or opportunity for improvement
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Phase 1 – Assess the Need

- What’s happening in our organization?
- What is going well? What needs to be different?
- What are we ready to do? What does that look like?
- Who will help lead this transformation?
Establish a Change Team

- **Who will help lead this transformation?**

- **Multidisciplinary**
  - Variety of professionals respected by all
  - Committed to collaborative culture change
  - Credibility, integrity, and influence
  - Expertise to guide skill improvement
  - Management and leadership skills
  - One TeamSTEPPS familiar member
  - One performance improvement member
Establish a Change Team

• Senior leadership support is a must.

• Senior leadership activities:
  ➢ Define “culture of safety” aligned with expectations, core values, and shared beliefs (change vision)
  ➢ Communicate culture commitment to all
  ➢ Champion for transformation of values, behaviors, trust, and accountability
Conduct a Site Assessment

- What’s happening? What are we ready to do?

- All employees at all levels

- Used to identify:
  - Team strengths and challenges
  - Leadership support
  - Readiness for change
Conduct a Site Assessment

Key Actions:

❖ Review office performance and safety data
  ➢ Incident reports
  ➢ AHRQ Medical Office Survey on Patient Safety Culture
  ➢ Office process and outcome measures
❖ Review RCAs and/or FMEAs
❖ Ask office staff
❖ Magic Wand exercise

If we had a magic wand, what:

1. Frustrations, significant problems, or quality/safety issues would you want everyone to understand?

2. Solutions or ideas would you implement to solve these frustrations, problems, or quality/safety issues?
Define the Problem, Challenge, or Opportunity for Improvement

• What needs to be different? What is it that you will fix/improve?

• State the problem, challenge, or improvement opportunity. (process, outcome, clinical)

• Identify how and when the problem happens

• State the supporting evidence
Define the Problem, Challenge, or Opportunity for Improvement

Problem:
Poor communication: ordering tests; receiving and communicating results

Team Process:
❖ What: Communicating critical information about the patient and desired test; delivering results
❖ Who: Providers, nurses, office manager, and receptionist
❖ When: From ordering the test through receiving the results and notifying the patient
❖ Where: In the office
Define the Problem, Challenge, or Opportunity for Improvement

Supporting Evidence:
Patient feedback – verbal and surveys
Staff feedback – magic wand exercise, survey, interviews
Incident reports
Workflow audit – chart review and EHR reports
Previous PDSA reports from QI team
Define the Goal(s) of Your Intervention

- What do we need to do about the problem?
- Use data to identify and prioritize improvement goals, including needed tools and resources
- Create goals to reduce risks to safe patient care (process, outcome, clinical)
Define the Goal(s) of Your Intervention

Key Actions:
- Develop one to three measurable aims.
- Consider team process, team outcome, and office outcome aims.
- Each aim should include:
  - What do we hope to achieve?
  - Who will be involved in the change?
  - When and where will the improvements occur?
Define the Goal(s) of Your Intervention

Team Process Example:
Over the next three months, all staff will consistently use the TeamSTEPPS Check Back and Handoff communication tools to order tests and receive/report results.

Team Outcome Example:
Within five months, staff and patients will report effective team communication when ordering tests and receiving/reporting results.

Clinical Outcome Example:
Over the next six months, reports will show decreased adverse events due to communication errors when ordering tests and receiving/reporting results.
PHASE I
Assessment

Pre-Training Assessment

- SITE ASSESSMENT
- CULTURE SURVEY
- DATA/MEASURES

Ready?

NO

Climate Improvement

Set the Stage ★ Decide What to Do ★ Make it Happen ★ Make it Stick

PHASE II
Planning, Training & Implementation

TRAINING

TEST

Intervention

ACTION PLAN

YES

COACH & INTEGRATE

MONITOR THE PLAN

CONTINUOUS IMPROVEMENT

PHASE III
Sustainment

Culture Change

American Heart Association
Keep Calm
We’re Almost There
Discussion

• What stood out to you in the video?
• How was this video different than the first?
• How did things go well?
• How did things go not so well?
Putting It All Together

The Five Behaviors™ Model

- Results: Focus on Collective Outcome
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- Focusing on...
- Embracing...
- Achieving...
- Mastering...
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Putting It All Together

TeamSTEPPS® 2.0

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Three Phased Process

ASSESS THE NEED

PLANNING, TRAINING, AND IMPLEMENTATION

SUSTAINMENT
Phase 1 - Assess the Need

Establish an organizational-level change team

Conduct a site assessment

Define the problem, challenge, or opportunity for improvement

Define the goal of your intervention
THANK YOU

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