

TeamSTEPPS

Becoming an Effective Team Member

Conflict Disclosure Information

Presenter: Norbert Werner

I have no conflict of interest to disclose for this
presentation



Learning Objectives

Following this session, you should be able to:

1. Identify several *barriers* to effective teamwork in healthcare
2. Describe the TeamSTEPPS framework and *tools* for enhanced patient safety via teamwork.
3. Criticize the team dynamics of a case study using the TeamSTEPPS framework.
4. Identify an opportunity to enhance patient safety via teamwork in *your* organization by applying one or more of the TeamSTEPPS principles and/or skills.



Definition of a health care team

A healthcare team comprises a patient and at least two healthcare professionals. The patient is not just a recipient of services but an integral part of the team with the right to be involved in decisions about care.

(CMPA Good Practices Guide 2016)

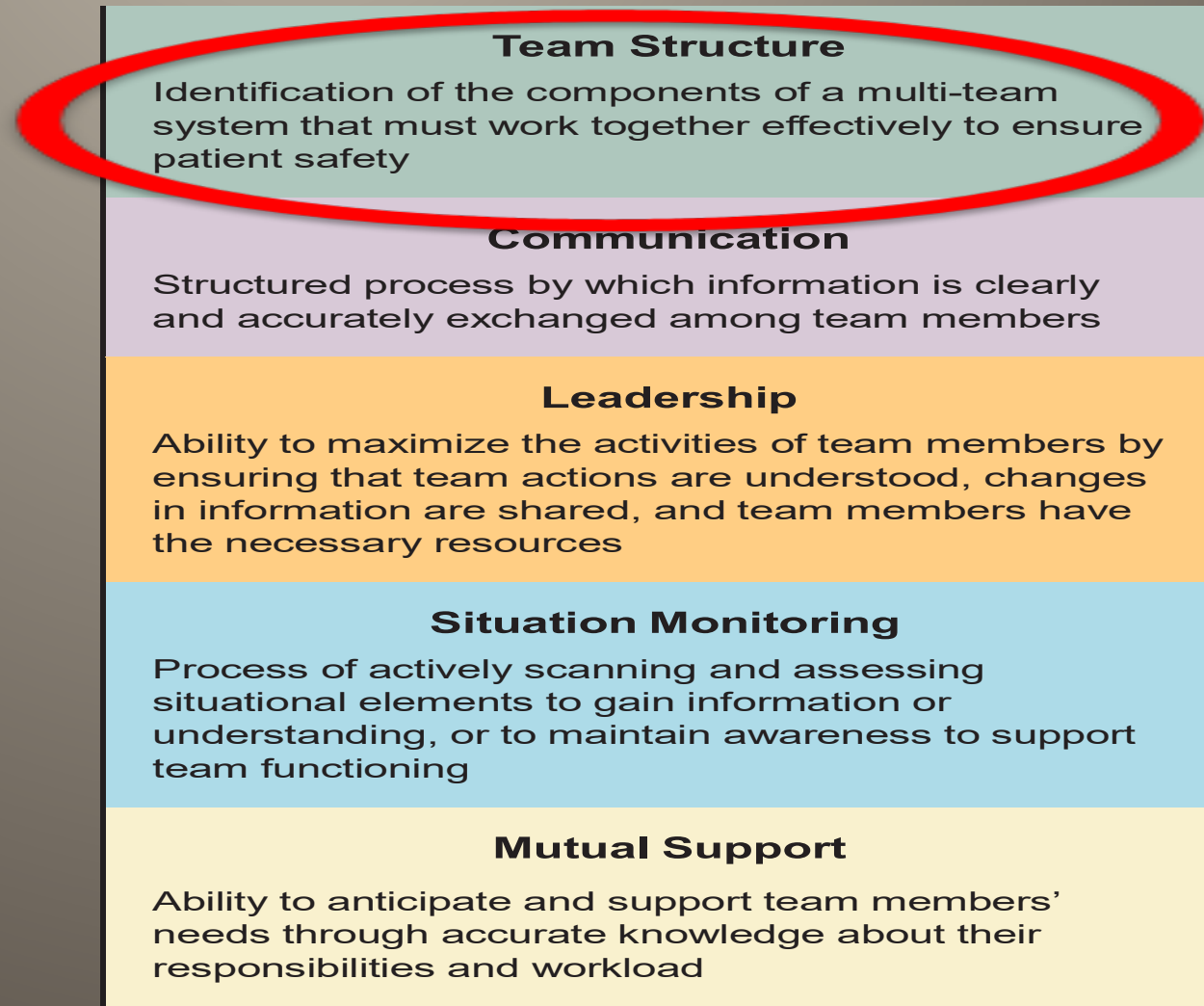




Team STEPPS® - Key principles

Team Strategies and Tools to Enhance Performance and Patient Safety

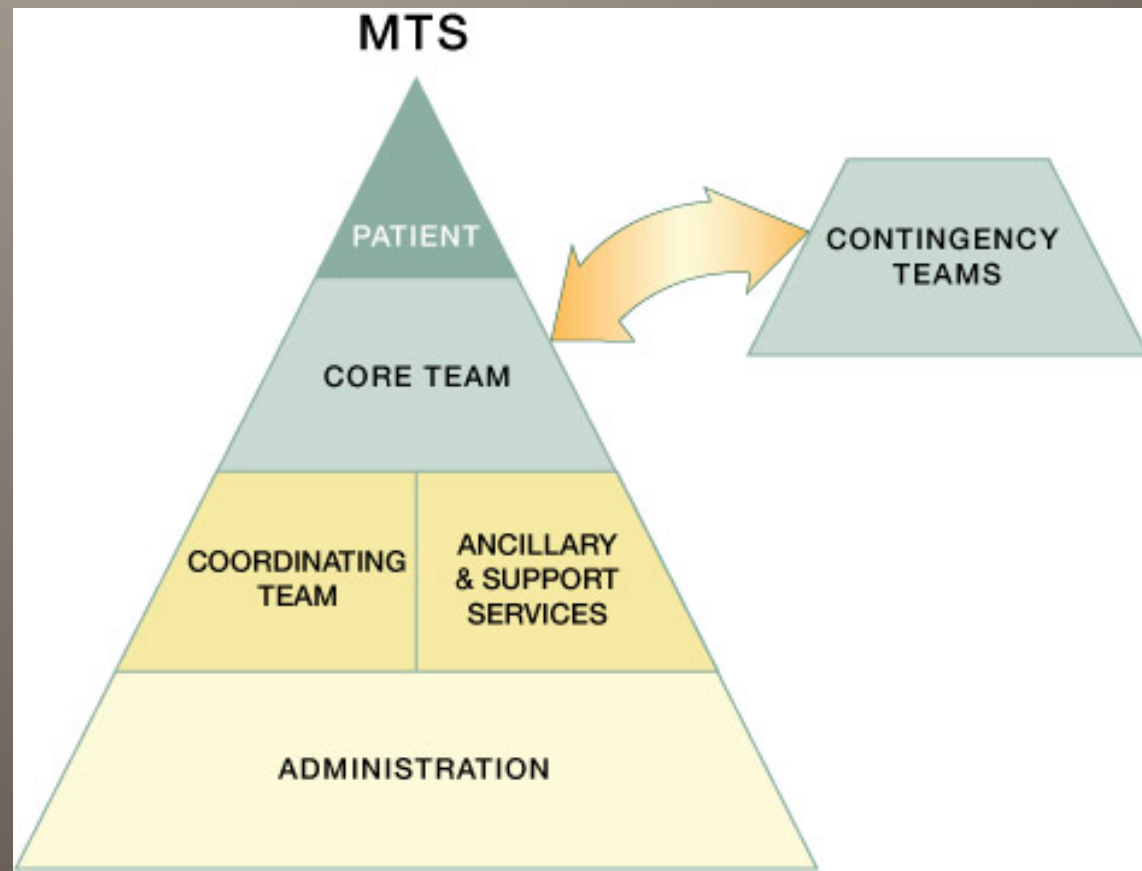
5 Key Principles...



Multi-Team System (MTS) for Patient Care

Patient and family-centered care...consider the diverse patient populations that we care for each day and their unique needs...inclusion of patients and families as part of the healthcare team....

A *patient and family* perspective...a *human* perspective.



Reflection...

Recall a situation/case from your past or current practice that captures a gap or patient safety issue specific to teamwork.

- What patient safety issues might exist in the D.I. profession/role that is linked to a problem with *teamwork*?
- Which team or teams within your multi-team system are experiencing the teamwork issue?
- Who's all on your team? Is it an interprofessional team?
- What role do YOU play on your team?

Small Group Activity: Flip & Stack

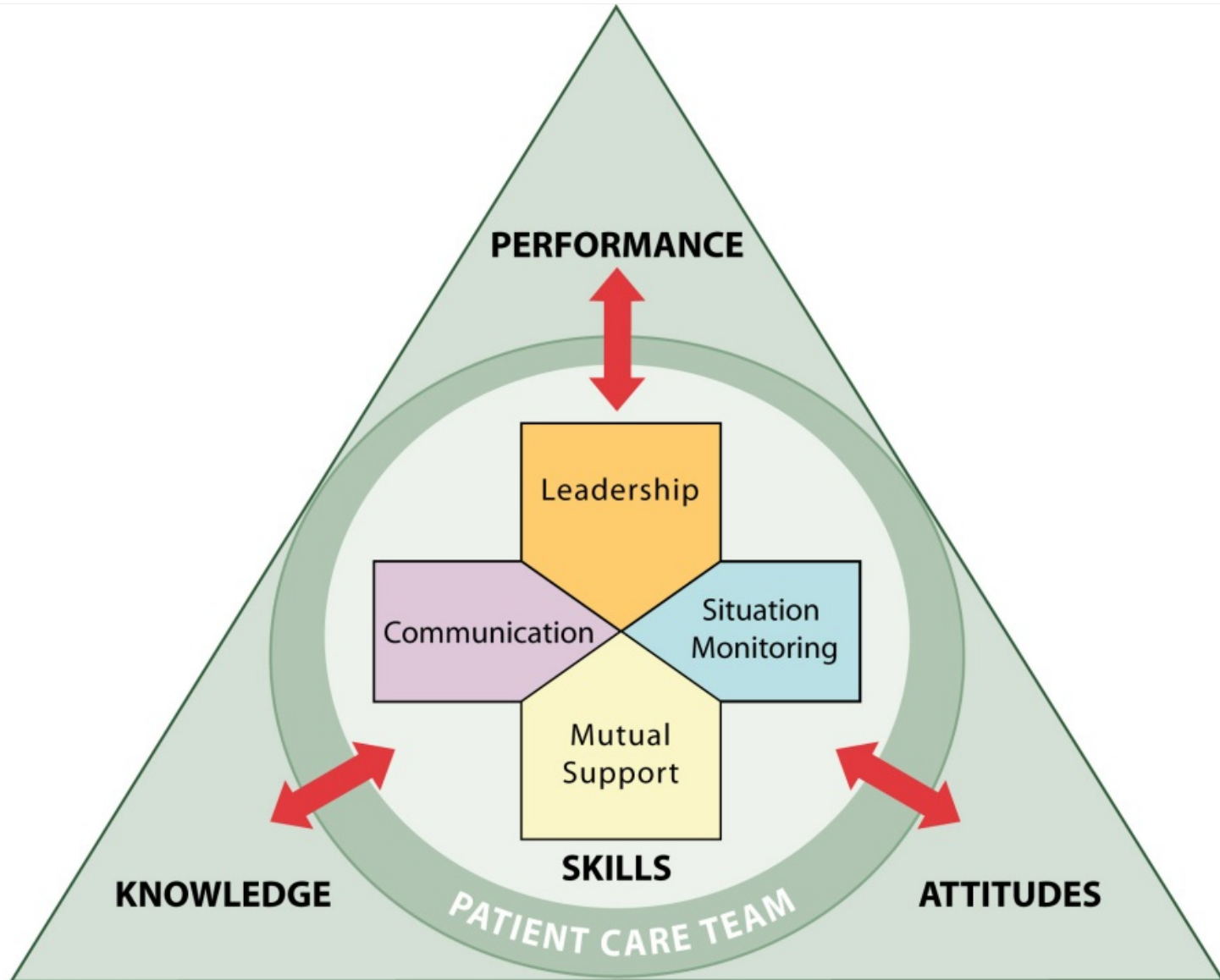
- DO NOT TOUCH THE CUPS!
- **Goal:** As a team, flip and stack your cups into a pyramid shape in 5 minutes
- **Rules:**
 - Same type of cups must be in same row, facing upside down
 - You can only use the provided tool (rubber band with strings) to move the cups
 - Your hands/body cannot touch any of the cups
 - Your hands cannot go pass the mark on the string
 - You cannot pass your string to another teammate
 - Violating rules will result in penalties

<http://www.online-stopwatch.com/countdown/>

ACDC



Core Teamwork Skills



Debriefing: **Communication**

Team Structure

Identification of the components of a multi-team system that must work together effectively to ensure patient safety

Communication

Structured process by which information is clearly and accurately exchanged among team members

Leadership

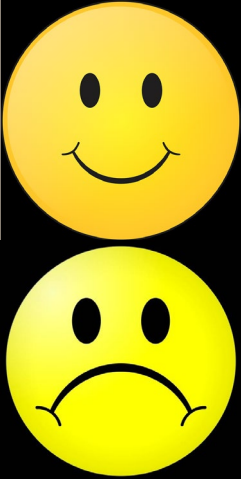
Ability to maximize the activities of team members by ensuring that team actions are understood, changes in information are shared, and team members have the necessary resources

Situation Monitoring

Process of actively scanning and assessing situational elements to gain information or understanding, or to maintain awareness to support team functioning

Mutual Support

Ability to anticipate and support team members' needs through accurate knowledge about their responsibilities and workload



Communication Challenges

- Language barrier
- Distractions
- Physical proximity
- Personalities
- Workload
- Varying communication styles
- Conflict
- Lack of information verification
- Shift change

Standards of Effective Communication

- Complete!
- Clear!
- Timely!
- Brief!



Information Exchange Strategies

- Introduction - Situation – Background – Assessment – Recommendation (iSBAR)
- Handoffs
- Call-Out
- Check-Back

Call-Out is...

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



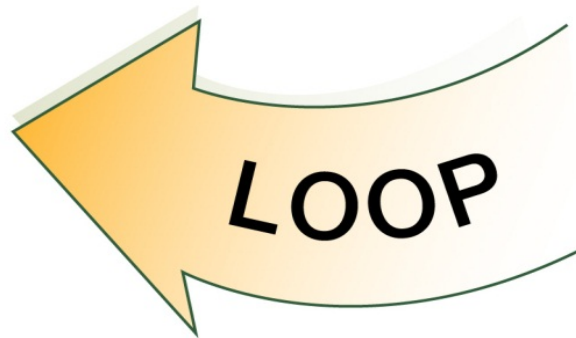
Check-Back is...

Sender initiates
message

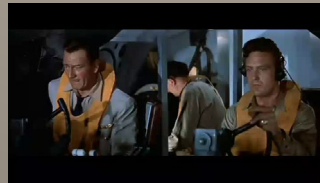


Receiver accepts
message, provides
feedback
confirmation

Sender verifies
message
was received



Video: Who's the Leader?



<http://www.youtube.com/watch?v=qh42k3Kvxck>

Debriefing: **Leadership**

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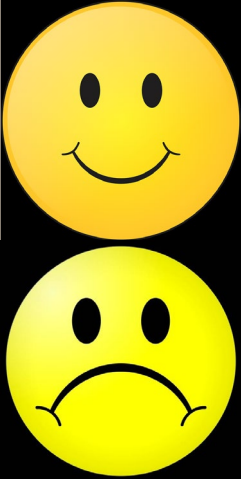
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Effective Team Leaders

- Define, assign, share, monitor, and modify a plan
- Review the team's performance
- Establish “rules of engagement”
- Manage and allocate resources effectively
- Provide feedback regarding assigned responsibilities and progress toward the goal
- Facilitate information sharing
- Encourage team members to assist one another
- Facilitate conflict resolution
- Model effective teamwork

Leading Teams

Three Tools:

- Brief
- Huddle
- Debrief

Sharing the Plan: **Briefs**

- A team briefing is an effective strategy for sharing the plan
- **Briefs should help:**
 - Form the team
 - Designate team roles and responsibilities
 - Establish climate and goals
 - Engage team in short- and long-term planning



Monitoring & Modifying the Plan:

Huddle

Problem Solving

- Hold ad hoc, “touch base” meetings to regain situation awareness
- Discuss critical issues and emerging events
- Anticipate outcomes and likely contingencies
- Assign resources
- Express concerns



Debrief



Debriefing: **Situation Monitoring**

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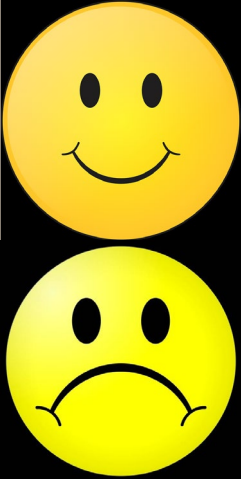
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Did you see the “gorilla”?

- Concept of inattention blindness...



(c) 2010 Daniel J. Simons

Did you see the “gorilla”?



Another Situation Awareness Test



<https://www.youtube.com/watch?v=v3iPrBrGSJM>

Situation Awareness is...

The state of knowing the current conditions affecting one's work.



Tragedy from a Lack of Situation Awareness



Eastern Airlines
Flight 401

<https://www.youtube.com/watch?v=ICqPGkto3Yo>

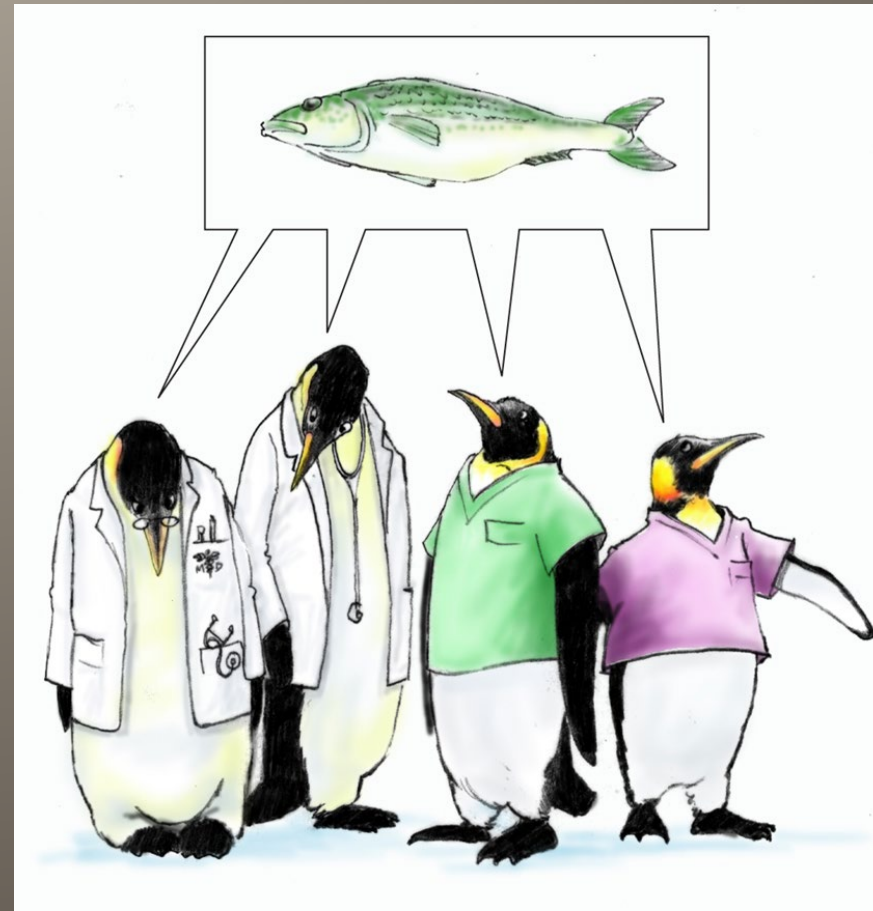
Conditions That Undermine Situation Awareness

Failure to:

- Share information with the team
- Request information from others
- Direct information to specific team members
- Include patient or family in communication
- Utilize resources fully (e.g., status board, automation)
- Maintain documentation
- Know and understand where to focus attention (invisible gorilla)
- Know and understand the plan
- Inform team members the plan has changed

A Shared Mental Model is...

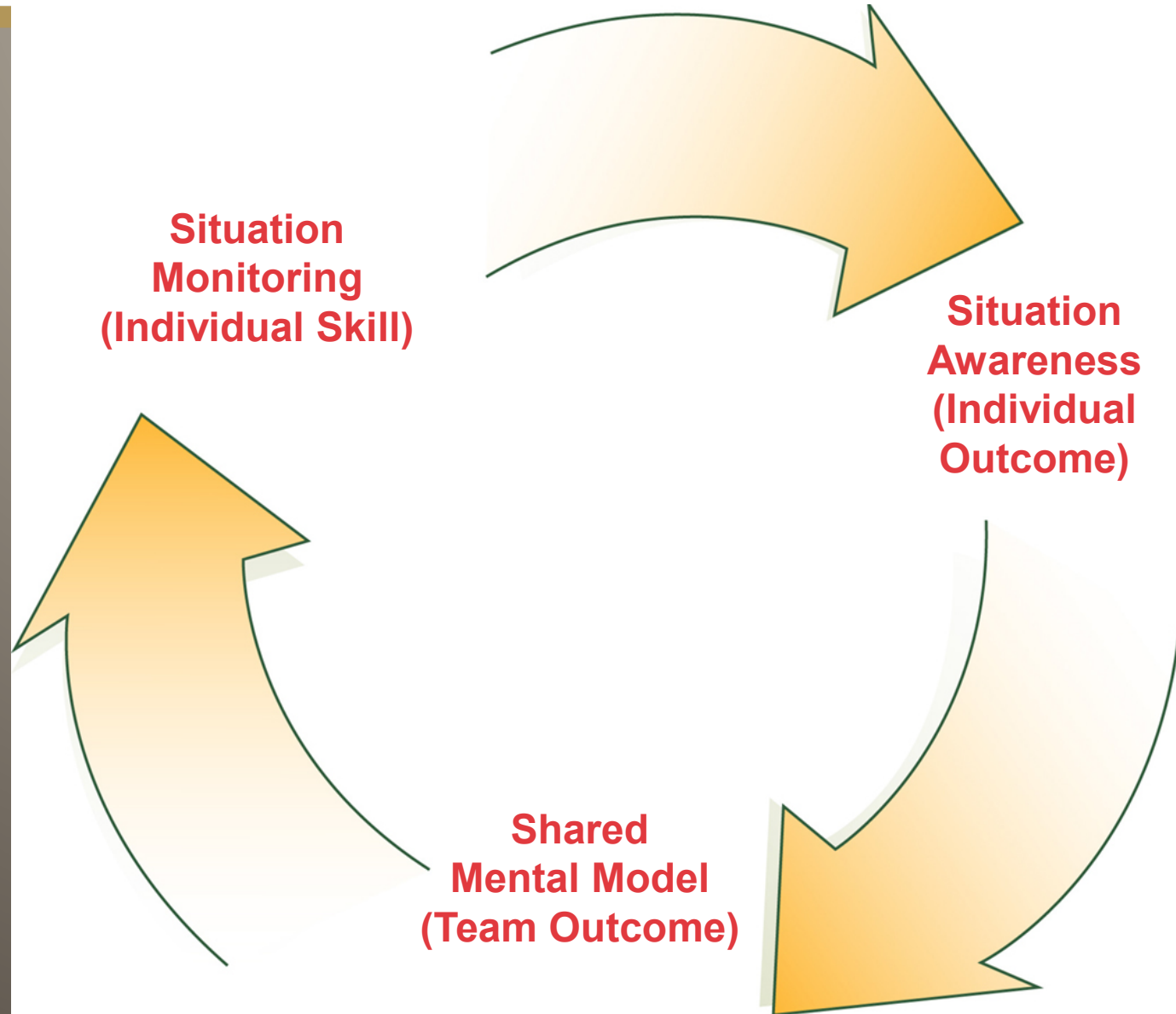
The perception of, understanding of, or knowledge about a situation or process that is shared among team members through communication.



Shared Mental Model?



A Continuous Process...



Components of Situation Monitoring

STEP

Status of the Patient

- Patient History
- Vital Signs
- Medications
- Physical Exam
- Plan of Care
- Psychosocial Condition

Team Members

- Fatigue
- Workload
- Task Performance
- Skill Level
- Stress Level

- Facility Information
- Administrative Information
- Human Resources
- Triage Acuity
- Equipment

Environment

- Call a Huddle!
- Status of Team's Patient(s)
- Goal of Team
- Tasks/Actions That Are or Need To Be Completed
- Plan Still Appropriate

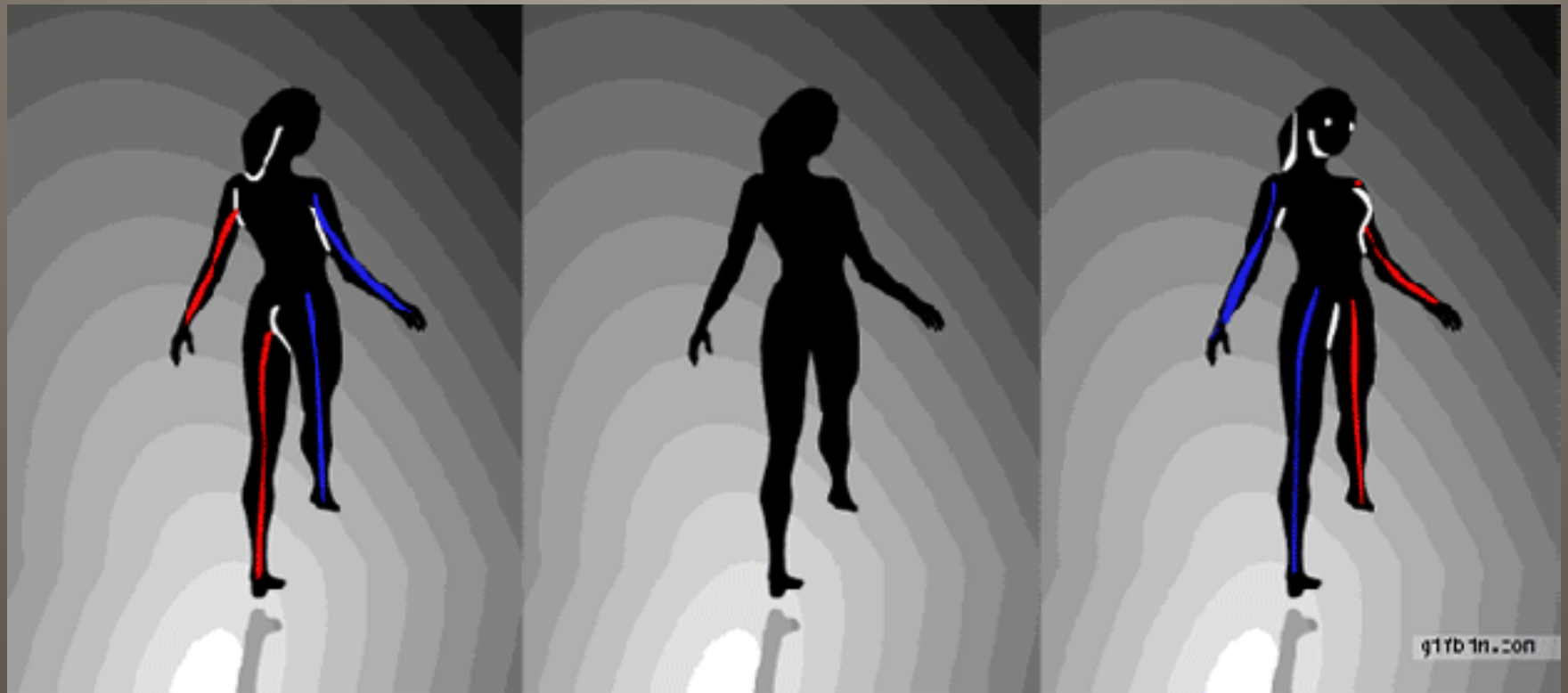
Progress Toward Goal

I = Illness
M = Medication
S = Stress
A = Alcohol and Drugs
F = Fatigue
E = Eating and Elimination

Is the spinning dancer moving clockwise or counter-clockwise?



Another Perspective



Debriefing: **Mutual Support**

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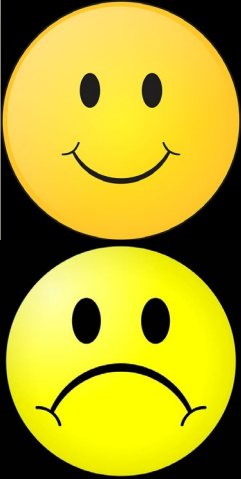
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Mutual Support

Task Assistance

Feedback

Assertive Statement

Two-Challenge Rule

CUS

DESC Script

Task Assistance

Team members foster a climate in which it is expected that assistance will be actively *sought* and *offered* as a method for reducing the occurrence of error.

Advocacy and Assertion

- 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





Two-Challenge Rule

Invoked when an initial assertion is ignored...

- 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
- If the outcome is still not acceptable
 - Take a stronger course of action
 - Use supervisor or chain of command

Two-Challenge Rule cont.

- Empower any team member to “stop the line” if he or she senses or discovers a breach of safety.
- This is an action never to be taken lightly, but it requires immediate cessation of the process and resolution of the safety issue.



Please Use CUS Words

but *only* when appropriate!

I am **C**oncerned!

C



I am **U**ncomfortable!

U



This is a **S**afety Issue

S

STOP!



Conflict Resolution

DESC Script

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



Tools & Strategies Summary

BARRIERS

- Inconsistency in Team Membership
- Lack of Time
- Lack of Information Sharing
- Hierarchy
- Defensiveness
- Conventional Thinking
- Complacency
- Varying Communication Styles
- Conflict
- Lack of Coordination and Followup With Coworkers
- Distractions
- Fatigue
- Workload
- Misinterpretation of Cues
- Lack of Role Clarity

TOOLS and STRATEGIES

Communication

- SBAR
- Call-Out
- Check-Back
- Handoff

Leading Teams

- Brief
- Huddle
- Debrief

Situation Monitoring

- STEP
- I'M SAFE

Mutual Support

- Task Assistance
- Feedback
- Assertive Statement
- Two-Challenge Rule
- CUS
- DESC Script

OUTCOMES

- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust
- Team Performance
- *Patient Safety!!*

10 MIN BREAK!!!

Application Activity

- Reflect back to your cases/situations earlier....
- Pick **one** of the D.I. teamwork situations to analyze as a case study
- Imagine that you are watching the case unfold...
- Evaluate the case specific to TEAM dynamics using the TeamSTEPPS observation tool....





Application: Marshmallow Challenge

<http://www.online-stopwatch.com/countdown>

- DO NOT BEGIN UNTIL WE SAY SO
- Goal: In 15 minutes, build the tallest freestanding structure with spaghetti, string and tape. We will measure height from table top surface to the top of the marshmallow. No suspension from chair or ceiling.
- The entire marshmallow must be on top. Cutting or eating part of the marshmallow disqualifies the team.
- Break up spaghetti, string or tape as desired.

APPLY the TeamSTEPPS principles and skills in this exercise.



Debrief

- How did that feel?
- What went well?
- What could be improved?
- What is your take-home message?

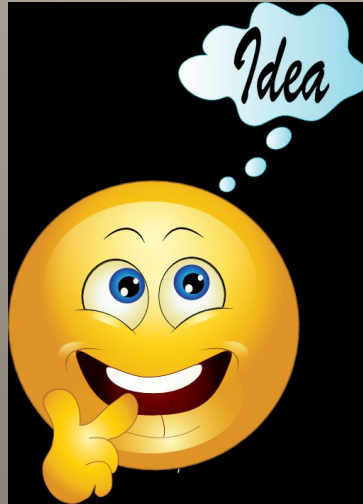
Collaboration = Teamwork

https://www.youtube.com/watch?v=H0_yKBitO8M

<https://www.youtube.com/watch?v=1p5sBzMtB3Q>

Reflection and Assessment

How about YOU?

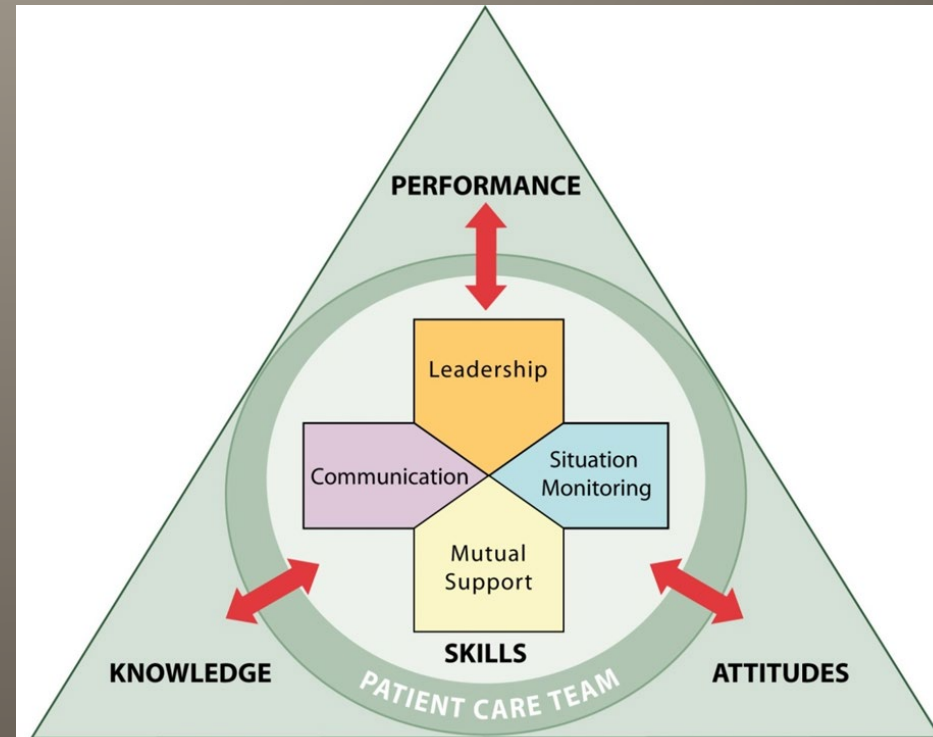


- Any opportunities to further enhance the TEAMWORK and *collaboration* in your organization specific to your case study and in your own practice to foster patient safety?
- Any further issues that could be addressed with TeamSTEPPS principles and skills?

Let's wrap it up!

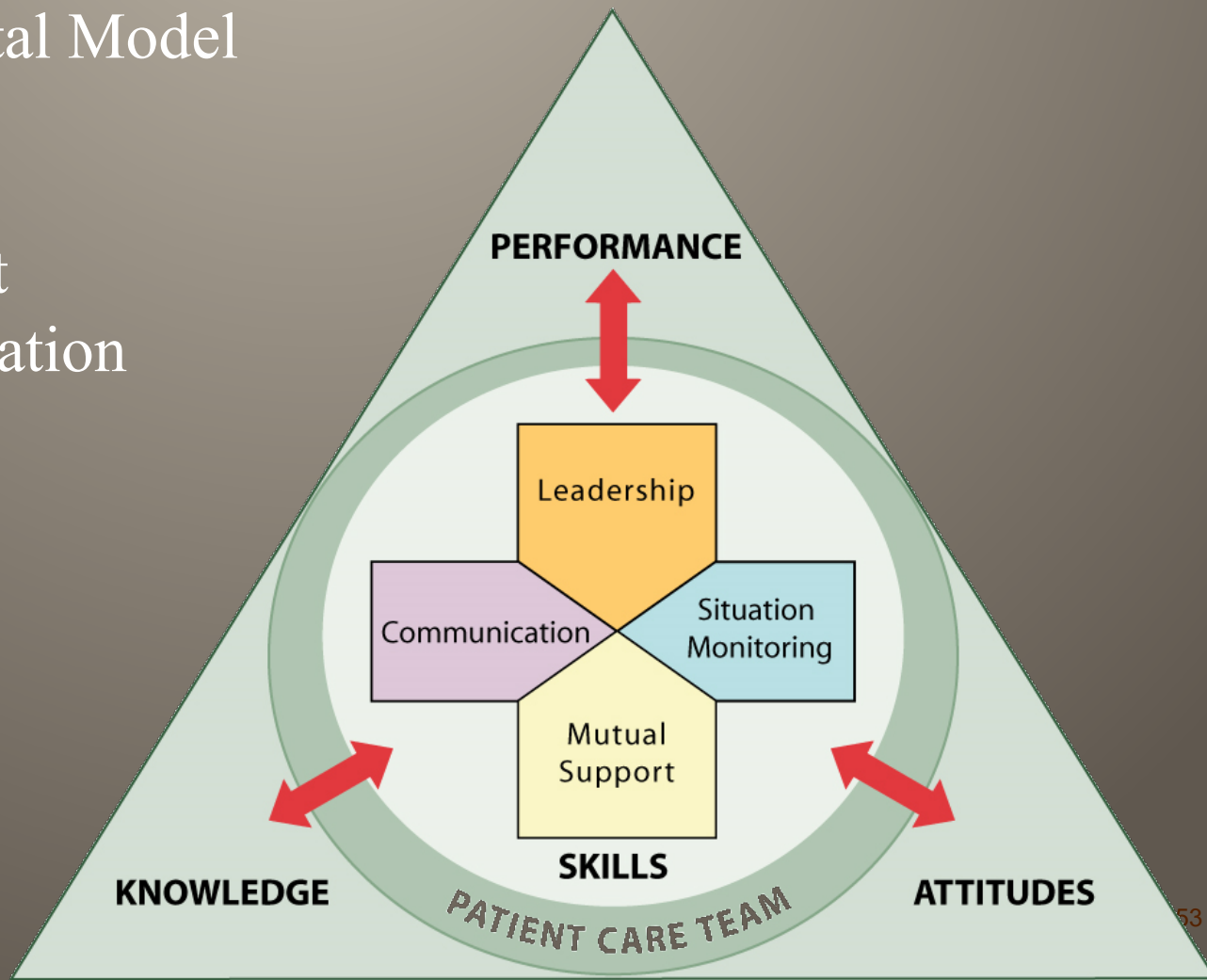
TeamSTEPPS Outcomes

- ✓ Improved team performance (e.g., Weaver, et al., 2010)
- ✓ Improved team processes (e.g., Capella, et al., 2010)
- ✓ Improved patient safety culture (e.g., Thomas & Galla, 2013)



Outcomes of Team Competencies

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



High-Performing Teams

Teams that perform well:

- Hold shared mental models
- Have clear roles and responsibilities
- Have clear, valued, and shared vision
- Optimize resources
- Have strong team leadership
- Engage in a regular discipline of feedback
- Develop a strong sense of collective trust and confidence
- Create mechanisms to cooperate and coordinate
- Manage and optimize performance outcomes

(Salas, et al., 2004)

Summary

- Know the barriers to effective teamwork
- The patient is a core member of a health care team
- Begin to apply the key principles and skills of TeamSTEPPS in your practice for pt. safety
- **Regularly review these skills on the TeamSTEPPS 2.0 APP on YOUR phone!!!**



Closing Reflections? Potpourri of thoughts....



Resources

- https://www.cmpa-acpm.ca/serve/docs/ela/goodpracticesguide/pages/teams/Healthcare_teams/composition_of_healthcare_teams-e.html
- Team STEPPS®
- TeamSTEPPS Canada
- CPSI