Objectives

- Discuss the TeamSTEPPS framework and key principles
- Describe the component of a multi-team system (MTS)
- Describe four communication tools and strategies
- Describe effective team leader skills and three tools for leading teams
- Define situation monitoring
- Describe techniques for facilitating situation monitoring
- Describe five tools and strategies for facilitating mutual support
- Identify tools for use in conflict resolution
- Describe behaviors associated with effective team performance
- Summarize barriers to teamwork; tools and strategies to overcome teamwork barriers, and potential outcomes

Framework and Competencies

TeamSTEPPS has five key principles. It is based on team structure and four teachable-learnable skills:
- Communication
- Leadership
- Situation Monitoring
- Mutual Support

TeamSTEPPS is an evidence-based framework to optimize team performance across the healthcare delivery system

Team Competency Outcomes
- Knowledge
- Shared Mental Mode
- Attitudes
- Mutual Trust
- Team Orientation
- Performance
- Adaptability
- Accuracy
- Productivity
- Efficiency
- Safety

Key Principles

- 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
TEAMWORK EXERCISE #1

Multi-Team System (MTS)
Safe and efficient care involves the coordinated activities of a MTS

Core team is involved in the direct patient care of the patient
Coordinating team is responsible for day-to-day operational and resource management
Administration is the executive leadership of the facility which shapes the climate and culture for a teamwork system to flourish

Contingency teams could be a code team, a disaster response team, or a rapid response team
Ancillary services support the core team
Support services help with safe, comfortable and clean environments

Call-Out

Strategy used to communicate important or critical information
- Informs all team members simultaneously during emergent situations
- Helps team members anticipate next steps
- Important to direct responsibility to a specific individual responsible for carrying out a task

Example during an incoming trauma:
- Leader: “Airway status?”
- Resident: “Airway clear”
- Leader: “Breath sounds?”
- Resident: “Breath sounds decreased on right”
- Leader: “Blood pressure?”
- Resident: “90/62”

SBAR

Situation
- What is going on with the patient?
Background
- What is the clinical background or context?
Assessment
- What do I think the problem is?
Recommendation/Request
- What would I do to correct it?

Check-Back

Using closed-loop communication to ensure that information conveyed by the sender is understood by the receiver as intended
The steps include the following:
1. Sender initiates the message
2. Receiver accepts the message and provides feedback
3. Sender double-checks to ensure that the message was received

Example:
- Doctor: “give 25mg Benadryl IV push”
- Nurse: “25mg Benadryl IV push”
- Doctor: “That’s correct”
Handoff

The transfer of information (along with authority and responsibility) during transitions in care across the continuum. It includes an opportunity to ask questions, clarify, and confirm.

Examples of transitions in care include shift changes; transfer of responsibility between and among nursing assistants, nurses, nurse practitioners, physician assistants, and physicians; and patient transfers.

Handoff

A proper handoff includes the following:
1. Transfer of responsibility and accountability
2. Clarity of information
3. Verbal communication of information
4. Acknowledgment by receiver
5. Opportunity to review

Handoffs include the transfer of knowledge and information about:

- The degree of certainty and uncertainty regarding a patient; for example, whether a diagnosis has been confirmed.
- The patient’s response to treatment
- Recent changes in condition and circumstances
- The plan of care, including contingencies

Communication Summary

- Communication
  - Provides brief, clear, specific and timely information
  - Seeks information from all available sources
  - Uses check-backs to verify information that is communicated
  - Uses SBAR, call-outs, check-backs, and handoff techniques to communicate effectively with team members

Leadership

There are two types of leaders:
- Designated
  - For a team to function successfully, a leader must be designated
- Situational
  - These leaders emerge at designated times, such as the first responder to a code

Effective Team Leaders

The following are responsibilities of effective team leaders:
- Organize the team
- Identify and articulate clear goals (i.e., the plan)
- Assign tasks and responsibilities
- Monitor and modify the plan; communicate changes
- Review the team’s performance; provide feedback when needed
- Manage and allocate resources
- Facilitate information sharing
- Encourage team members to assist one another
- Facilitate conflict resolution in a learning environment
- Model effective teamwork
Team Events

- Sharing the Plan
  - **Brief** – short session prior to start to share the plan, discuss team formation, assign roles and responsibilities, establish expectations and climate, anticipate outcomes and likely contingencies
- Monitoring and Modifying the Plan
  - **Huddle** – ad hoc meeting to re-establish situational awareness, reinforce plans already in place, and assess the need to adjust the plan
- Reviewing the Team’s Performance
  - **Debrief** – informal information exchange session designed to improve team performance and effectiveness through lessons learned and reinforcement of positive behaviors

Debriefs

- Research has shown that teams who effectively debrief their own performance can improve teamwork in real time
- Debriefs are most effective when conducted in an environment where honest mistakes are viewed as learning opportunities
- Debriefs are typically facilitated by the team leader
- Key questions:
  - What did we do well?
  - Where can we improve?

Leadership Summary

- Leadership
  - Identifies team goals and vision
  - Utilizes resources efficiently to maximize team performance
  - Balances workload within the team
  - Delegates tasks or assignments, as appropriate
  - Conducts briefs, huddles, and debriefs
  - Role models teamwork behaviors

\[\text{Essentials TeamSTEPPS 2.0} \]
Teamwork Exercise #2

- What did you do well?
- Where can you improve?
- Was there a clear plan?
- Did everyone understand their role/responsibility?
- Did situational monitoring occur?
- Did anyone provide mutual support?

Situation Monitoring Process

- Situation monitoring is the process of continually scanning and assessing a situation to gain and maintain an understanding of what’s going on around you.
- Situation awareness is the state of “knowing what’s going on around you.”
- A shared mental model results from each team member maintaining situation awareness and ensures that all team members are “on the same page.”

STEP Tool to help assess health care situations

- Components of Situation Monitoring:

Cross-Monitoring

- A harm error reduction strategy that involves:
  - Monitoring actions of other team members
  - Providing a safety net within the team
  - Ensuring that mistakes or oversights are caught quickly and easily
  - “Watching each other’s back”
  - Health care providers are just as prone to human error as the general population
  - Observing actions of fellow team members – or cross-monitoring – can mitigate error before the patient is harmed
Situation Monitoring

Each team member is responsible for assessing his or her own safety status.

- In your current situation would you feel able to express that you're not safe?
- What are the factors that inhibit you from doing so and/or that contribute to your inability to do so?
- If you feel inhibited, what can you and your team do to change the culture?
- There must be a culture in place in which staff feel safe to be honest without fear of reprisal, retribution, or disdain.

Situation Monitoring Summary

- Situation Monitoring
  - Monitors the state of the patient
  - Monitors fellow team members to ensure safety and prevent errors
  - Monitors the environment for safety and availability of resources (e.g., equipment)
  - Monitors progress toward the goal and identifies changes that could alter the care plan
  - Fosters communication to ensure a shared mental model

Task Assistance

- Mutual Support is commonly referred to as “backup behavior”
- Helping others with tasks builds a strong team
- Key strategies include:
  - Team members protect each other from work overload situations
  - Effective teams place all offers and requests for assistance in the context of patient safety
  - Team members foster a climate where it is expected that assistance will be actively sought and offered

Feedback

- Information provided to team members for the purpose of improving team performance
- Feedback should be:
  - Timely – given soon after the target behavior has occurred
  - Respectful – focuses on behaviors, not personal attributes
  - Specific – relates to a specific task or behavior that requires correction or improvement
  - Directed toward improvement – provides directions for future improvement
  - Considerate – considers a team member’s feelings and delivers negative information with fairness and respect

Advocacy and Assertion

- Advocate for the patient
- Invoked when team members’ viewpoints don’t coincide with that of the decision-maker
- Assert a corrective action in a firm and respectful manner
- Make an opening
- State the concern
- State the problem (real or perceived)
- Offer a solution
- Reach agreement on next steps

Two-Challenge Rule

- Empowers all team members to “stop the line” if they sense or discover an essential safety breach
- When an initial assertive statement is ignored:
  - It is your responsibility to assertively voice concern at least two times to ensure that is has been heard
  - The team member being challenged must acknowledge that concern has been heard
  - If the safety issue still hasn’t been addressed:
    - Take a stronger course of action
    - Utilize supervisor or chain of command
CUS

- Assertive statements:
  - I am CONCERNED!
  - I am UNCOMFORTABLE!
  - This is a SAFETY ISSUE!

DESC Script

- A constructive approach for managing and resolving conflict
- **D** - Describe the specific situation or behavior, provide concrete steps
- **E** - Express how the situation makes you feel and that your concerns are
- **S** - Suggest other alternatives and seek agreement
- **C** - Consequences should be stated in terms of impact on established team goals, strive for consensus

DESC Process

- Have timely discussion
- Frame problem in terms of your own experience (Describe situation)
- Choose a private location
- Use "I" statements; avoid blaming statements (Express concerns)
- Critique is not criticism
- Focus on what is right, not who is right (Suggest alternative)
- Describe/discuss possible consequences

Example Scenario: A nurse feels that a patient has abdominal distension and pain secondary to a distended bladder and needs a Foley catheter. The nurse receives the order from the resident on call. When the attending later realizes that the order was given without his consent, he raises his voice to the resident in front of staff and the patient.

Team Performance Observation Tool

- **Team Structure**
  - Assembles team
  - Assigns or identifies team members' roles and responsibilities
  - Holds team members accountable
  - Includes patients and families as part of the team

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Conflict in Teams

- Informational Conflict
  - (We have different information!)
- Interpersonal Conflict
  - (Hostile and harassing behavior)
  - Two-Challenge Rule
  - DESC Script

Team Performance Observation Tool

- **Leadership**
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Team Performance Observation Tool

- Mutual Support
  - Provides task-related support and assistance
  - Provides timely and constructive feedback to team members
  - Effectively advocates for the patient using the Assertive Statement, Two-Challenge Rule, or CUS
  - Uses Two-Challenge Rule or DESC script to resolve conflict

Effective Use of TeamSTEPPS Tools and Strategies

QUESTIONS

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