



AHA Team Training

Building Stronger Teams through Various TeamSTEPPS Approaches

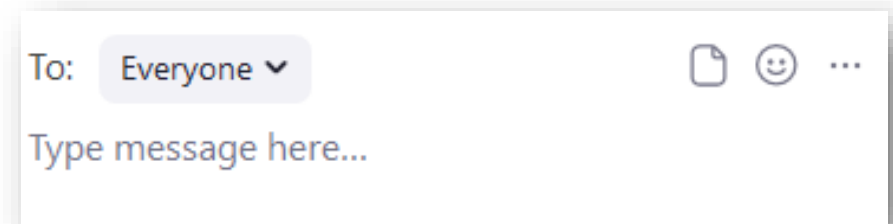
February 14, 2024



AHA CENTER FOR HEALTH
INNOVATION

Rules of Engagement

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- **Q&A session will be held at the end of the presentation**
 - Written questions are encouraged throughout the presentation
 - To submit a question, type it into the Chat Area and send it at any time
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 - This session is being recorded, the chat will not be included in the recording
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In support of improving patient care, the Duke University Health System Department of Clinical Education and Professional Development is accredited by the American Nurses Credentialing Center (ANCC), the Accreditation Council for Pharmacy Education (ACPE), and the Accreditation Council for Continuing Medical Education (ACCME), to provide continuing education for the health care team.



Upcoming Team Training Events

Courses

- [In-person TeamSTEPPS Master Training](#) – *registration open!*
 - March 25-26 at UCLA, Los Angeles, CA
 - April 8-9 at Northwell Health, New Hyde Park, NY
 - April 22-23 at MetroHealth, Cleveland, OH
 - April 24-25 at Houston Methodist, Houston, TX
 - May 21-22 at Tulane, New Orleans, LA
 - June 11-12 at the American Hospital Association, Chicago, IL
- [Virtual](#) TeamSTEPPS Master Training from April 18-June 6

Coming soon!
Master Trainer Info Session

Upcoming Team Training Events

Webinars

- March 13: [The Fundamentals of Strategic Planning and Successful TeamSTEPPS Implementation](#)

Workshops

- **NEW** March 14: [Leading Well from Within: A Neuroscience-Based Approach to Leadership in High-Pressure, High-Stakes Environments](#) – *free but space is limited!*

Advisory Services

Custom TeamSTEPPS Advisory Services at Your Organization

TeamSTEPPS Master Training Course

Using a train-the-trainer model, we give you the **foundational tools** and concepts, and train your staff through this **two-day training** program. You will gain a team of Master Trainers ready to teach others in your organization.

Comprehensive TeamSTEPPS Programs

We help you along the way. After delivery of the two-day Master Training course, we continue to work with your team for **3-6 months**, building the internal capacity to hardwire TeamSTEPPS throughout your organization.

[Learn More »](#)

“Our relationship with the TeamSTEPPS faculty and the on-site trainings were both phenomenal. **They did a great job of meeting us where we were** and customized a program that really helped us gain clarity about the problem we’re trying to solve.”

– **Melissa Riffe-Guyer**
Executive Director,
Culture Cone Health

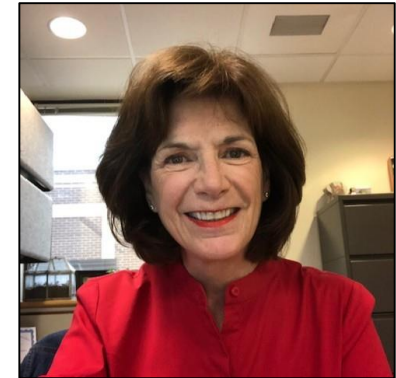
Today's Presenters



Angie Black
Vice President of Operations
Northwestern Central DuPage Hospital



Denise Mazzapica
Manager, Nursing Initiatives
Northwell Health



Kathy Helak
Assistant Vice President, Patient Safety
Inova Health System

Today's Objectives

Discover the effectiveness of multi-varied approaches to TeamSTEPPS implementation

Describe the impact of TeamSTEPPS implementation and sustainment on patient safety, patient experience, and workforce engagement

Analyze methods used to build sustainability and embed TeamSTEPPS into culture



Northwestern Central DuPage Hospital

Angie Black
Vice President of Operations

Situation

- Themes identified during clinical case reviews
 - Lack of clarity related to roles and responsibilities
 - Breakdown in communication
 - Ineffective teamwork
 - Lack of situational awareness and mutual support
 - Hesitancy to speak up



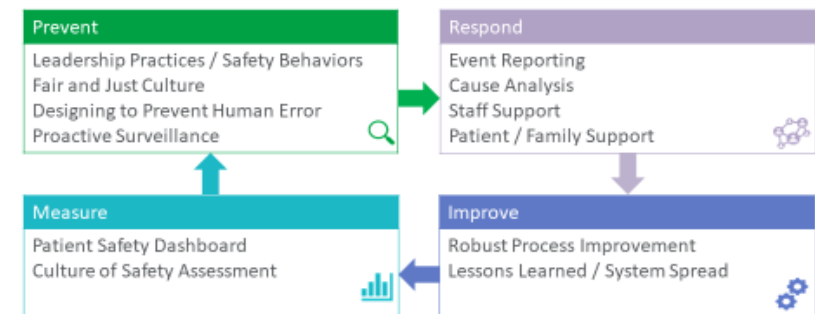
Background



406-bed acute-care hospital within an 11-hospital health system



Safety program inclusive of safety tools since 2013



Background

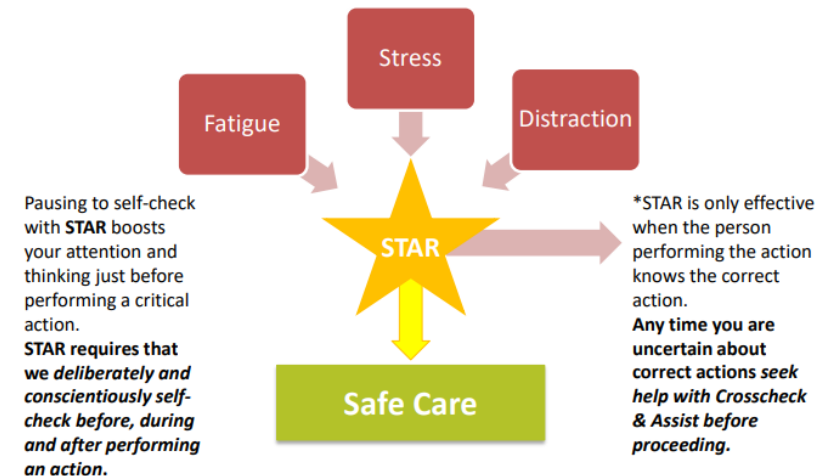
Safety Tools

- Peer Coaching
- Clarifying Questions
- SBAR (Situation, Background, Assessment, Recommendation)
- 3-way Repeat/Read Back
- Safe and Effective Handoffs
- Numeric Clarification
- Reporting Safety Concerns
- STAR (Stop Think Act Review)
- Question and Confirm
- ARCC (Ask a Question, Request a Change, Communicate Concern, Contact Chain of Command)
- Crosscheck and Assist

Self-check with STAR

When we are busy and under stress it is easy to convince ourselves that we don't have time to check our work. However, we all know that **getting it right the first time, saves time.**

STOP	Pause to focus attention on the immediate task
THINK	Think methodically to identify the correct action(s) to perform and understand what will happen when correct/incorrect action is performed*
ACT	Perform the action
REVIEW	Confirm the anticipated result has occurred or make changes, if required



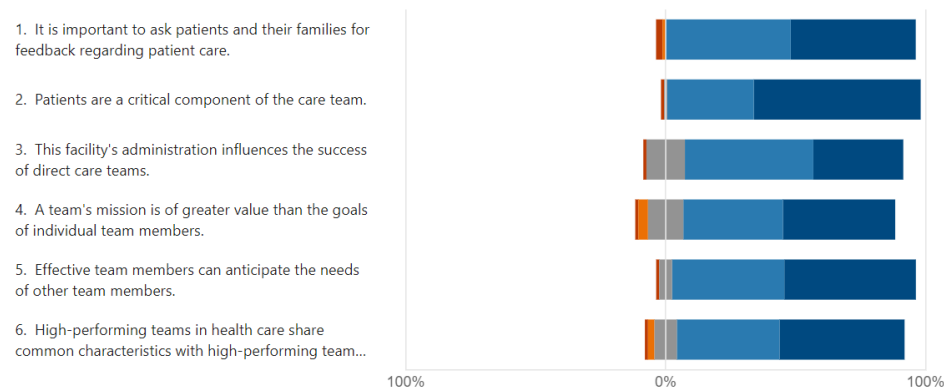
Background

- Administered the Teamwork Attitudes Questionnaire (T-TAQ)
 - Used to assess attitudes toward the core components of teamwork as a part of our assessment to determine training needs

1. Team Structure

[More Details](#)

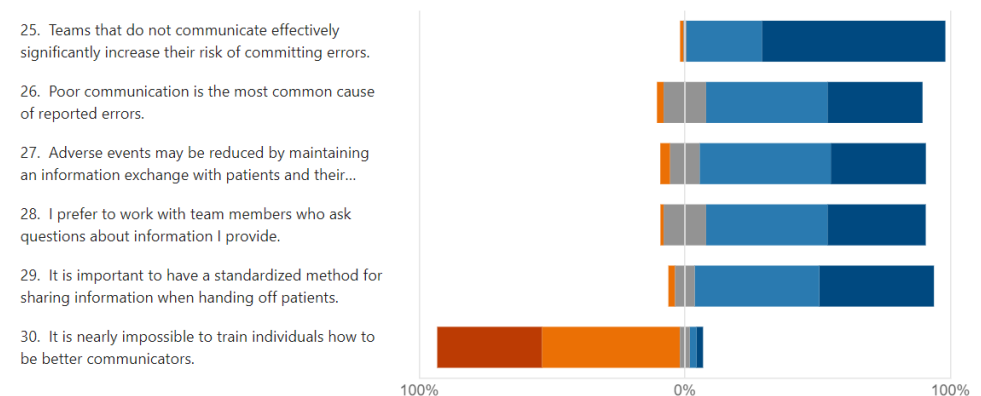
■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree



5. Communication

[More Details](#)

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree



Actions

- Grant funding
- TeamSTEPPS Master Training Course
 - 45 participants
- Created Change Teams
 - Identified the TeamSTEPPS focus areas
 - Created 3-hour curriculum
 - Created checklists and tools
 - Champions on the units
- Administered the Teamwork Perceptions Questionnaire (T-TPQ) – pre and post



Actions - Preparation

TeamSTEPS Facilitator Schedule & Outline

Date/Time	Role	Name	Content
August 3, 2023 5:00pm – 8:00pm BT Cf Rm 3	Facilitator #1		Welcome Slides 1 – 29 Slides 56 – 82 introduce Jeopardy Wrap up after Jeopardy Slides 83 - 85
	Facilitator #2		Slides 30 - 55
	Organizer		Welcome Registration Set up tables with supplies & assist with activities Collect notecards & add top 5 to flipchart Run the computer for Jeopardy game
August 11, 2023 9:00am – 12:00pm BT Cf Rm 3	Facilitator #1		Welcome Slides 1 – 28 Wrap up after Jeopardy Slides 83 - 85
	Facilitator #2		Slides 29 - 54
	Facilitator #3		Slides 55 – 82 introduce Jeopardy
	Organizer		Welcome Registration Set up tables with supplies & assist with activities Collect notecards & add top 5 to flipchart Run the computer for Jeopardy game

Room and Table Set-Up

- 5 round tables with 6 chairs at each (no linen)
- Coffee, water & tea for 24 guests
- Table number
- QR code for T-TPQ
- Table tent for name (per participant)
- Note cards (per participant)
- Pens (per participant) & Notepads (per participant)
- TeamSTEPS Pocket Guide (per participant)

Note Card Activity Supplies

- Note cards
- Pens

SBAR Activity Supplies

- SBAR Sheet (3 per table)
- Notepad and pen (per participant)

Snowflake Activity Supplies

- White piece of paper for each participant
- Instruction for facilitator to give instruction

Lego Activity Supplies

- Mega Legos
- Lego base
- Bin
- Instruction sheets for each table

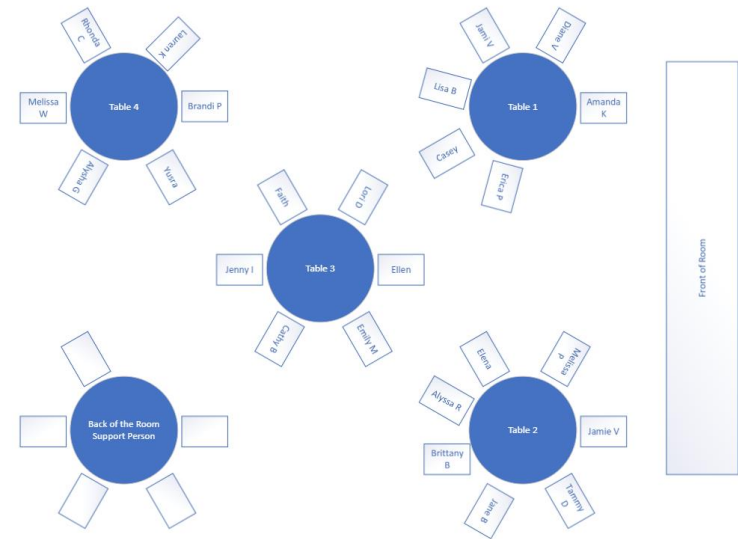
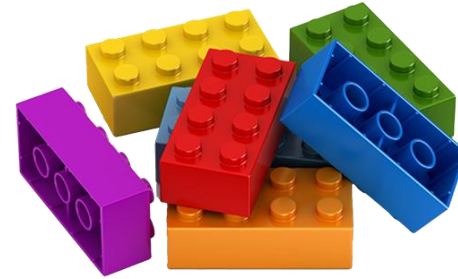
Pass out Lego Instruction sheets to each table (slide #68)

Jeopardy

- Jeopardy slides
- Eggspert
- Prizes (6)

Actions - Preparation

Huddle in Action Using SBAR



Results

- Teamwork Perceptions Questionnaire (T-TPQ)
 - Teamwork – improved by 6.3%
 - Leadership – no change
 - Situational Awareness – improved by 7.4%
 - Mutual Support – improved by 10%
 - Communication – improved by 9%
- Implemented Briefs, Huddles, & Debriefs
- Incorporating into simulations
- Improved collaboration across disciplines

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Team Structure						
1.	The skills of staff overlap sufficiently so that work can be shared when necessary.					
2.	Staff are held accountable for their actions.					
3.	Staff within my unit share information that enables timely decision making by the direct patient care team.					
4.	My unit makes efficient use of resources (e.g., staff supplies, equipment, information).					
5.	Staff understand their roles and responsibilities.					
6.	My unit has clearly articulated goals.					
7.	My unit operates at a high level of efficiency.					
Leadership						
8.	My supervisor/manager considers staff input when making decisions about patient care.					
9.	My supervisor/manager provides opportunities to discuss the unit's performance after an event.					
10.	My supervisor/manager takes time to meet with staff to develop a plan for patient care.					
11.	My supervisor/manager ensures that adequate resources (e.g., staff, supplies, equipment, information) are available.					
12.	My supervisor/manager resolves conflicts successfully.					
13.	My supervisor/manager models appropriate team behavior.					
14.	My supervisor/manager ensures that staff are aware of any situations or changes that may affect patient care.					

Recommendations



Align with current safety tools



Preparation



Individualize to the department



Engage a Change Team early on as Unit Champions



T-TPQ via an electronic tool (QR code)



Use the AHA Tools!

Move to the next department...

Brief Checklist
A quick overview of the plan, assign roles & responsibilities, establish a shared mental model.

- ✓ Identify who is on the team
- ✓ Review the plan & goal
- ✓ Identify roles & responsibilities
- ✓ Identify additional resources needed or available

TeamSTEPPS

Huddle Checklist
A quick meeting to re-establish situational awareness, reinforce plan, assess the need to change the plan.

- ✓ Status on the unit
- ✓ Any changes in patient status
- ✓ Staff status
- ✓ Voice and address concerns
- ✓ Reassign roles if needed

TeamSTEPPS

Debrief Checklist
A quick informal session to improve performance through lessons learned.

- ✓ What went well?
- ✓ Was communication clear?
- ✓ Were roles and responsibilities clear
- ✓ What should be improved?
- ✓ What is one thing that could be done differently next time?

TeamSTEPPS



Northwell Health

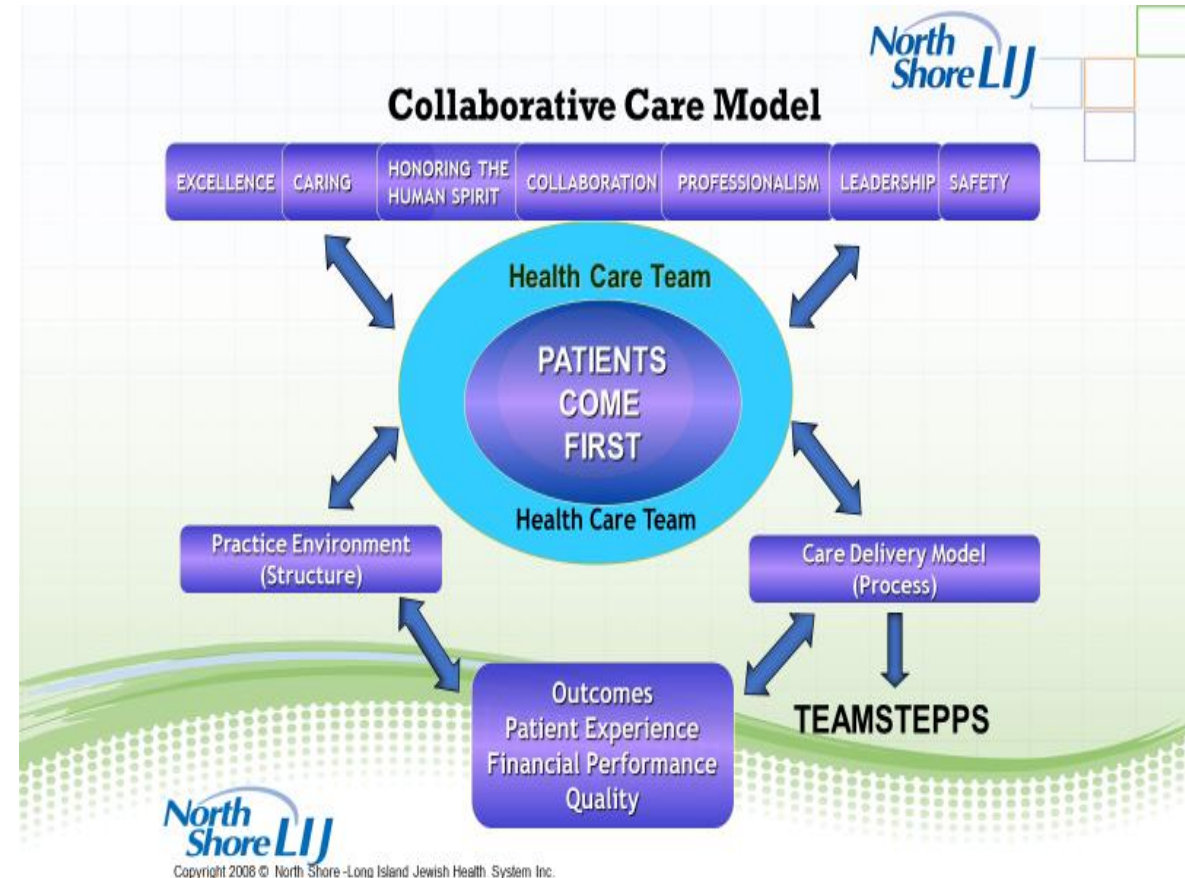
Denise Mazzapica
Manager, Nursing Initiatives

Situation

In 2007, even with multiple safety initiatives implemented across the Health system, a review of incidents impacting patient outcomes indicated that communication failures and ineffective teamwork presented an opportunity for improvement.

TeamSTEPPS was identified as a process to:

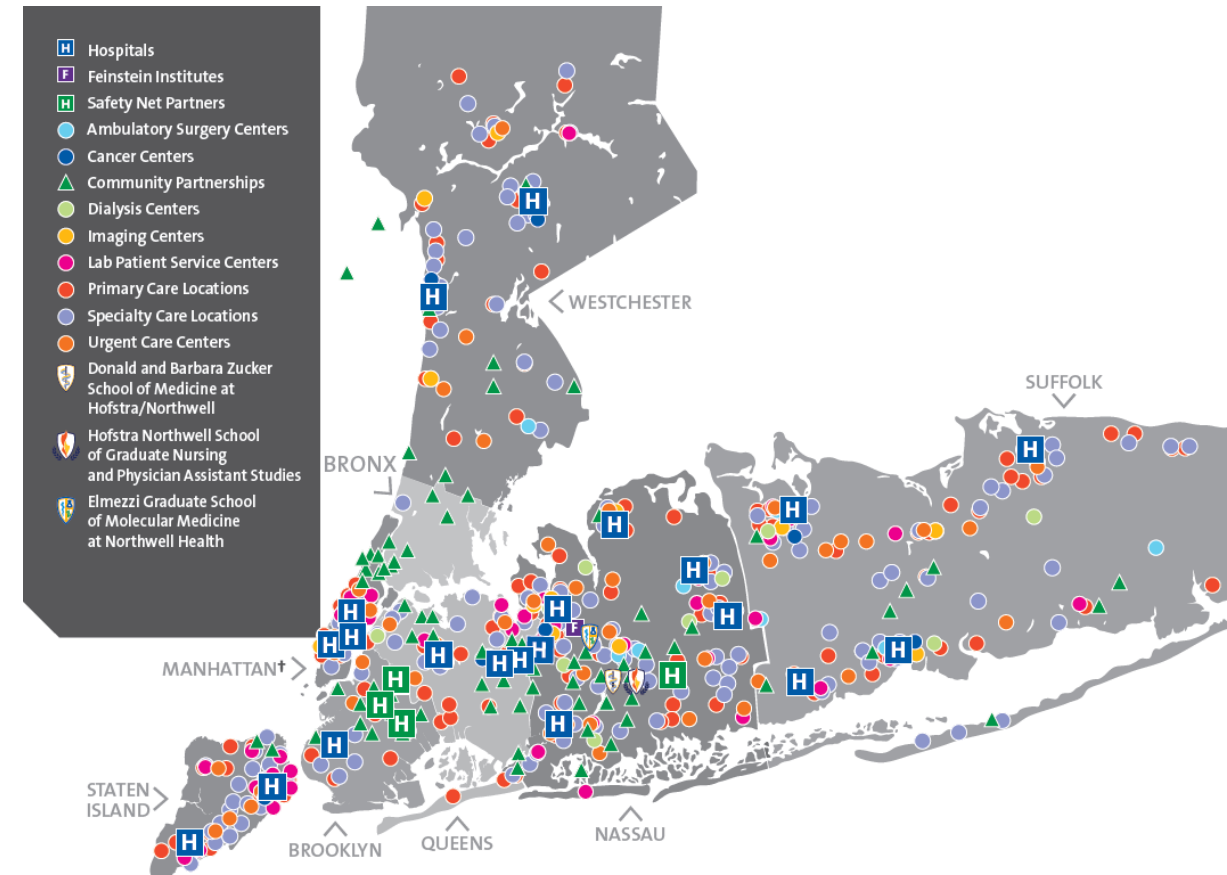
- Operationalize Core Values (Safety, Collaboration, Leadership)
- Create transformational change (Changing the culture to a culture of safety)



Background

Northwell Health:

- New York's largest private employer and health care provider, with 21 hospitals and about 900 outpatient facilities
- More than 12,000 credentialed physicians, including about 5,400 employed doctors and nearly 4,500 members of Northwell Health Physician Partners
- About 19,000 nurses
- More than 5,600 volunteers



Actions

Pre-Training

Choose Pilot Hospital

Create Infrastructure for Change

- Executive Sponsor Team
- Unit/Department Collaborative Care Councils

Training Approach

Train the Trainer: 2-day MT Course with:

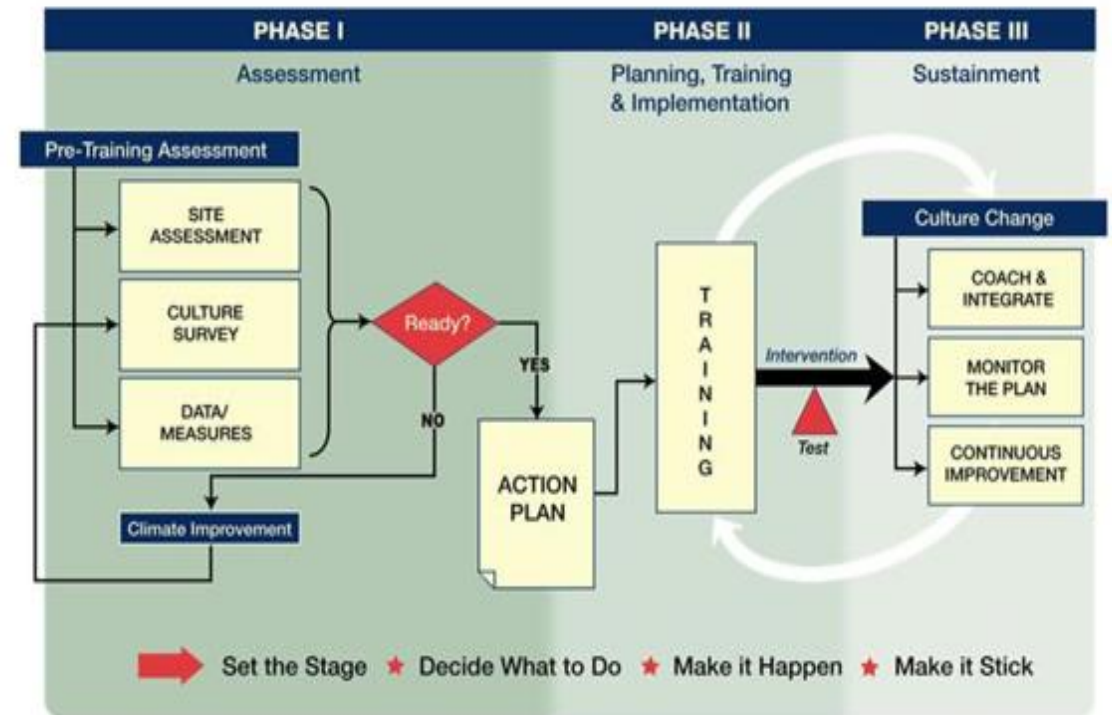
- Teach Back
- Site MT: 4-hour Fundamentals
 - 2 Hour Essentials
- Interdisciplinary Training

Actions Cont.

Implementation

- Standardized Process
 - Phase 1: Preparation & Assessment
HSOPSC Survey
 - Phase 2: Training & Rollout
Minimize time between training & rollout
 - Phase 3: Sustainment
- Timeline created for each phase
- Timeline created for unit/Department rollout of TS tools & strategies

TeamSTEPPS Implementation



Results & Recommendations

Pilot Hospital

- 2007 Pre-TeamSTEPPS HSOPSC Results: Below national benchmark in 9 Domains
- 2013 HSOPSC Results: Above national benchmark in 11 Domains
- 2022 Culture of Safety Survey Results: Above national benchmarks in all domains

Northwell Health

- 2023 TeamSTEPPS is routinized and part of the organization's DNA

Recommendations

- Establish permanent structure for change and sustainment
- Create standardized implementation process
- Clinical Leaders/Department Heads trained as MT and Coaches
- Interprofessional training
- Anchor TS in all aspects of organization (orientation, policies, simulation, etc.)



Inova Health System

Kathy Helak

Assistant Vice President, Patient Safety

Situation



Inova Health System- Our Why



Our Care Mandate

Provide a people-centered, high reliability, high value, seamless system of care.

Our Care Imperatives

- › We must create an environment of zero harm.
- › We must know each patient and honor what matters most with empathy and compassion.
- › We must create a culture of psychological safety that empowers each team member to fully engage.
- › We must collaborate in teams with equal voices, embracing patients and their families as integral members of the care team.
- › We must embrace and practice best evidence, forgoing tradition and individual preference.

- 1,926***
Licensed Hospital Beds
- 710,654**
Outpatient Referred Visits
- 96,120**
Inpatient Admissions
- 19,287**
Births
- 476,926**
Emergency Room Visits
- 6,970**
Nurses
- 1,326**
Employed Physicians
- 21,729**
Team Members

*Includes 100 beds from Inova Loudoun Nursing and Rehabilitation Center



- Medicaid Unreimbursed Cost
- Charity Care
- Education/Research
- Other Community Benefit



U.S. News & World Report 2023-4 Best Hospitals

Inova Fairfax Hospital

#1 Best Hospital in Virginia and Washington, DC area

Inova Fairfax Hospital Obstetrics and Gynecology

Top 20 Hospitals in the nation

Inova L.J. Murphy Children's Hospital Neonatology

Top 50 Hospitals in the nation

Inova Fair Oaks and Inova Alexandria hospitals

Top 10 hospitals in Virginia and Washington, DC area

All Inova hospitals are high performing in many specialties and common adult procedures and conditions.



CMS Rated Hospitals

Inova is the only hospital system in the Washington, DC, region with 5-star-rated hospitals from CMS. We remain the highest ranked system in the area.



Leapfrog Hospital Safety Grades

All Inova hospitals have earned eleven consecutive "A" Leapfrog Hospital Safety Grades.



Magnet Designation

All five Inova hospitals are designated Magnet® facilities.



The Joint Commission

All Inova hospitals are fully accredited by The Joint Commission. They also hold 20+ Joint Commission disease- and procedure-specific certifications.



A Great Place to Work

Inova is recognized as a great place to work by Forbes, Nurse Journal and the Healthcare Equality Index.



Background: Our Journey to One Team



Actions



<h3>Standardization</h3> <ul style="list-style-type: none"> -Master Trainers -TeamSTEPPS Fundamentals Curriculum --Virtual 	<h3>Expectations</h3> <ul style="list-style-type: none"> -Onboarding all Team Members -Clinical Ladders, Safety Coaches -Leadership Refreshers -Safety Culture Survey 	<h3>Adoption & Visibility</h3> <ul style="list-style-type: none"> -Tiered Huddles -Event Management -SBAR -Intranet TeamSTEPPS Tips



One Team Mindset

Tiered Huddles

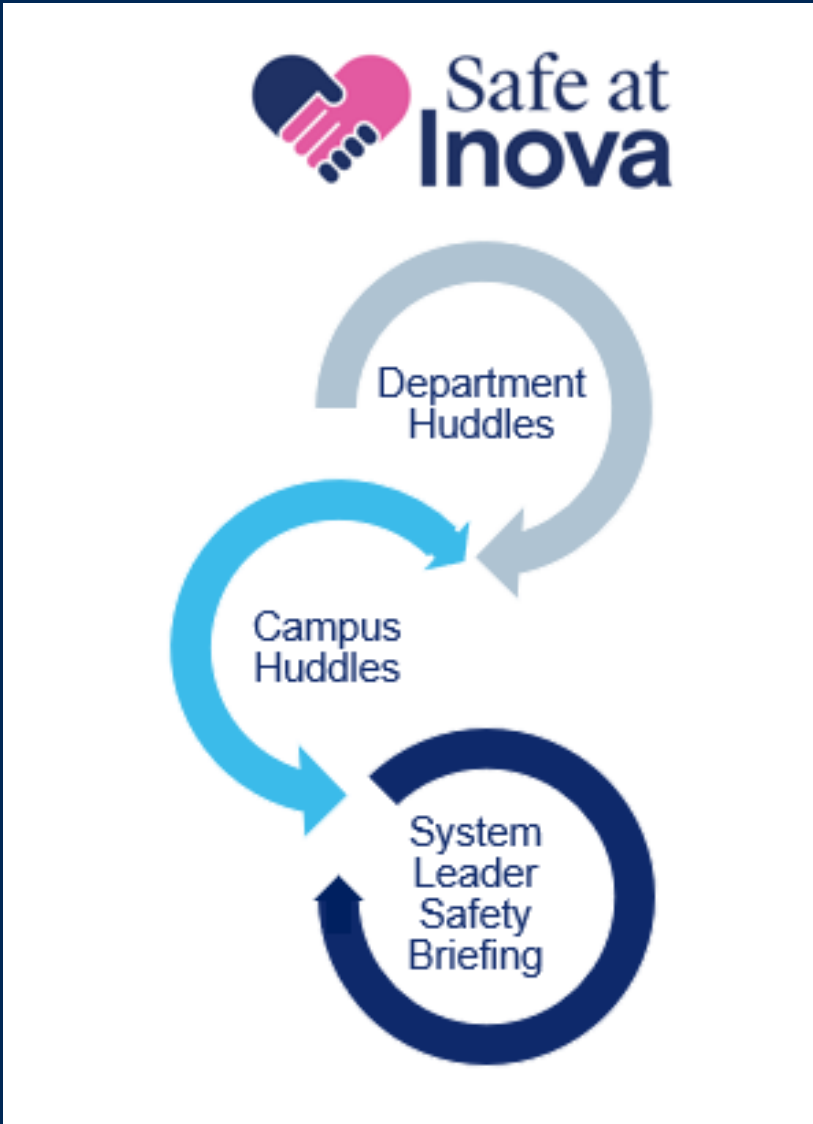
 Situational Awareness

 Task Assistance

 Mutual Support

 Psychological Safety

 Action



Safe@Inova places a strong emphasis on providing world-class healthcare with a focus on safety, reliability, and effectiveness. This means both physical and emotional safety for patients and all team members.

Inova recognizes that safety is not just the absence of harm. Rather, it is the presence of a healthy work environment where every team member feels psychologically safe, respected, included, and supported. This positive work atmosphere facilitates continuous learning and improvement as we strive to achieve our Care Mandate and 5 Care Imperatives through the six domains for safe and reliable care. Click on the icons below to learn more about Inova's structured approach and ensure safety is integrated into all daily operations. Various tools provide guidance for every team member in upholding safety standards consistently and contributing to the advancement of our culture of safety!

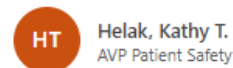


Quick Links

- Psychological Safety
- Shared Accountability (Coming Soon)
- Teamwork & Collaboration**
- Engagement & Inclusion (Coming Soon)
- Learning & Improving
- Leadership

Contact Us

Kathy Helak
Email: Kathy.Helak@inova.org



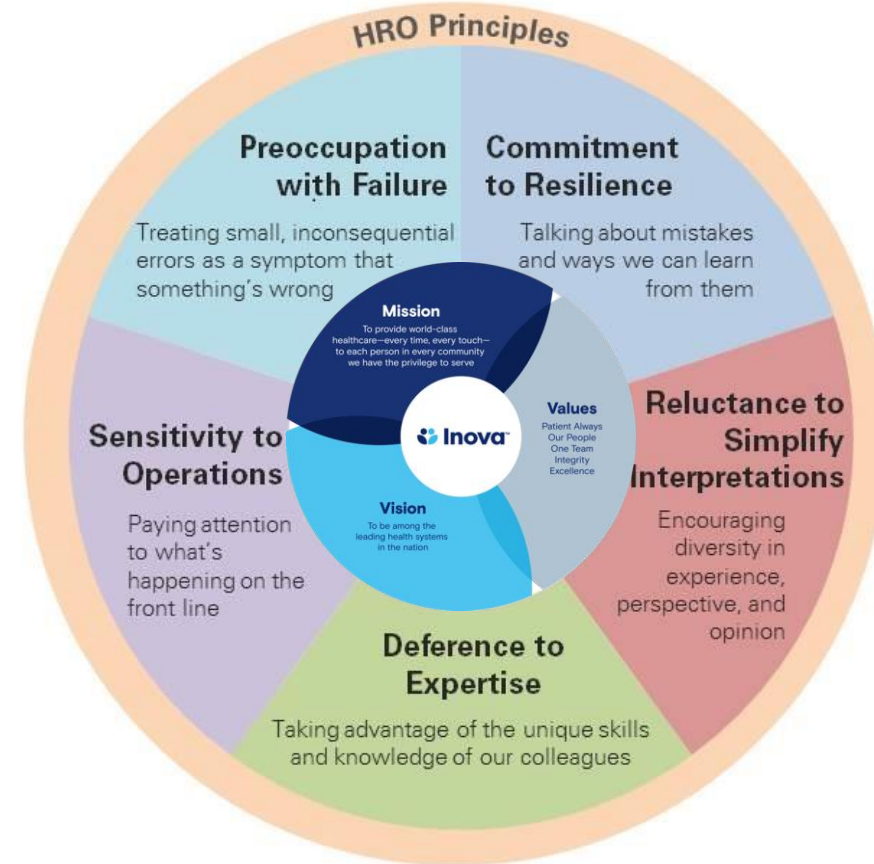
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| TeamSTEPPS TIPS_CUS Dec 2023.pdf |
| TeamSTEPPS TIPS_DESC Dec 2023.pdf |
| TeamSteps TIPS_Handoffs Dec 2023.pdf |
| TeamSTEPPS TIPS_Leader Line of Sight Che... |
| TeamSTEPPS TIPS_PAUSE Dec 2023.pdf |
| TeamSTEPPS TIPS_SBAR Dec 2023.pdf |
| teamstepps-pocket-guide 3.0 AHRQ.pdf |



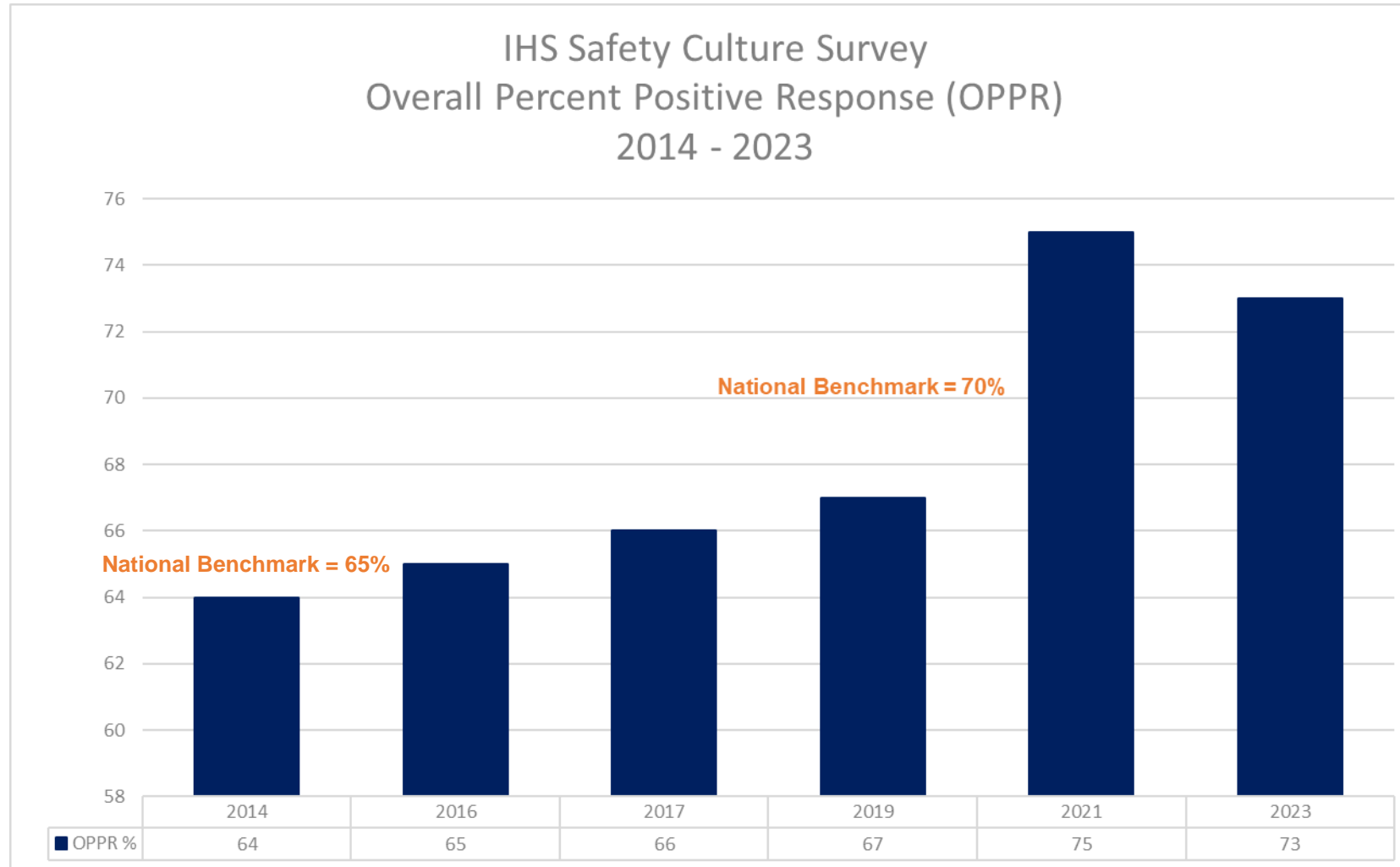
Event Management Alignment for Teamwork and High Reliability



Tool	Definition
SBAR	Situation-Background-Assessment-Recommendation/Request
Call-Out	Speaking out to team with critical information
Check-back	Closed loop communication for shared mental model between sender and receiver of information
Handoff	Providing complete and accurate information and opportunity for questions and clarification
CUS	Speaking up for safety concerns Concerned- U ncomfortable- S top-this is a S afety issue!
Brief	Planning session for team shared mental model prior to start
Huddle	Team session to regroup and course correct; create situational awareness
Debrief	Review of situation for learning, and improvements
PAUSE	Tool for mindful moments to intentionally focus Purposeful- A ttention- U nderstanding, S afety- E very time, every touch

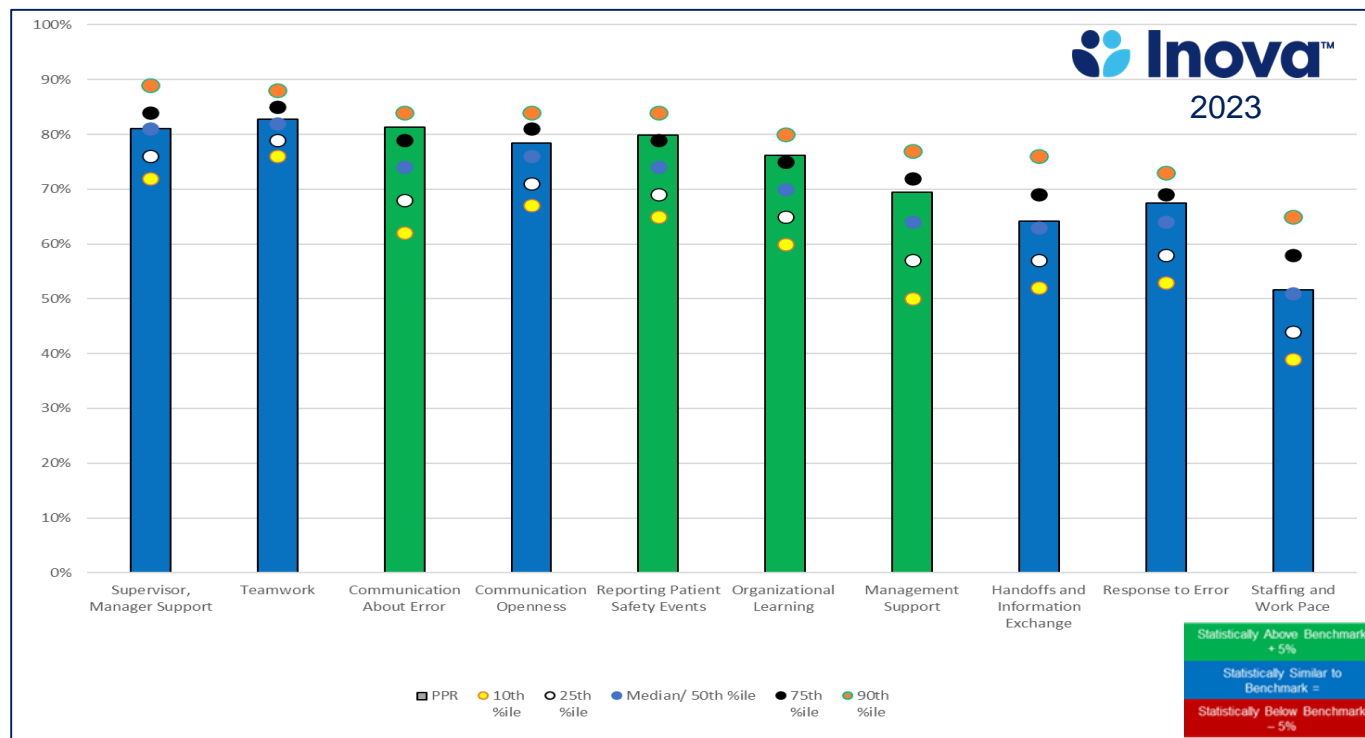
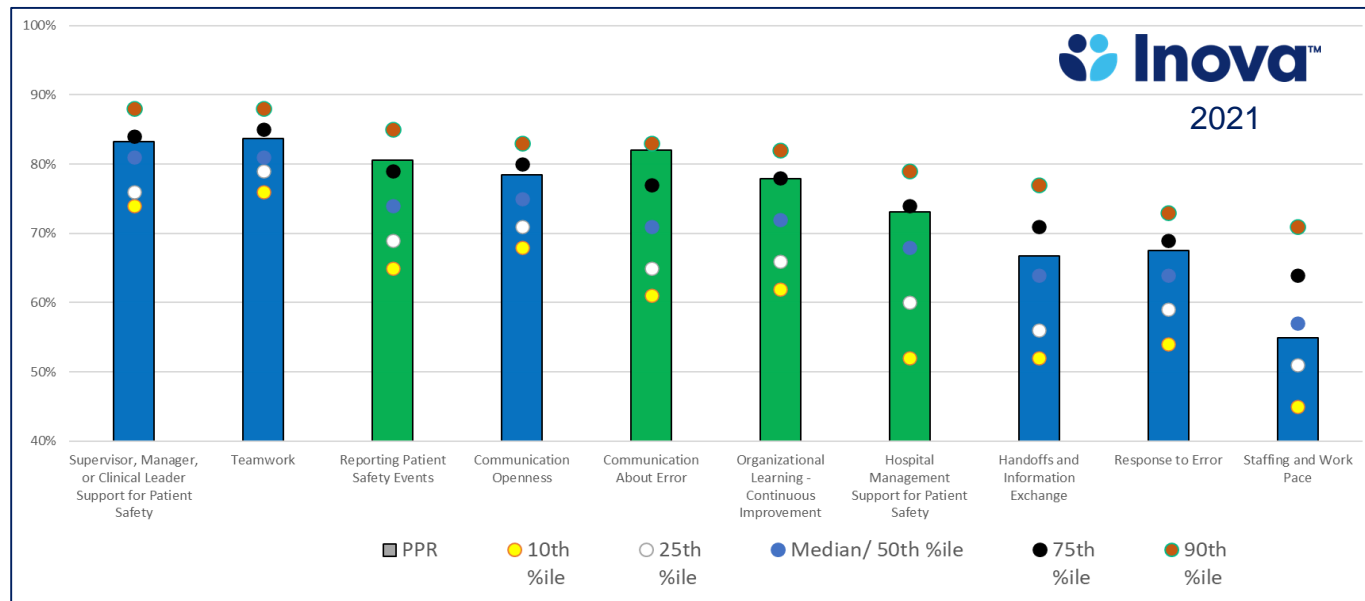


Results



Consistent strength in safety culture:

- Reporting
- Learning
- Communicating about errors
- Management support



Recommendations & Take-aways

Team training is mission critical



Embed across the organization

Q&A

Enter your questions into the chat!

Final Reminders

- **Evaluation**

- Please complete the evaluation form that appears on your screen once the webinar ends

- **Continuing Education**

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Questions? Stay in Touch!

www.aha.org/teamtraining

Email: teamtraining@aha.org • Phone: (312) 422-2609

