  
**Billings Clinic**

**Improving Team Functioning in Medicine**

September 26, 2015  
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Billings Clinic

Health Care, Education and Research

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**Quality 101**

- Sepsis Bundles
- Checklists

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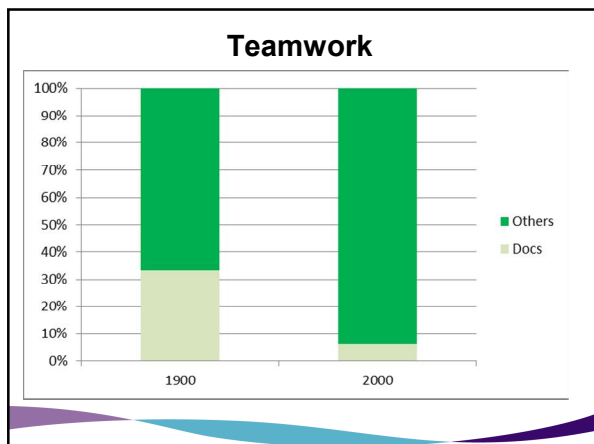
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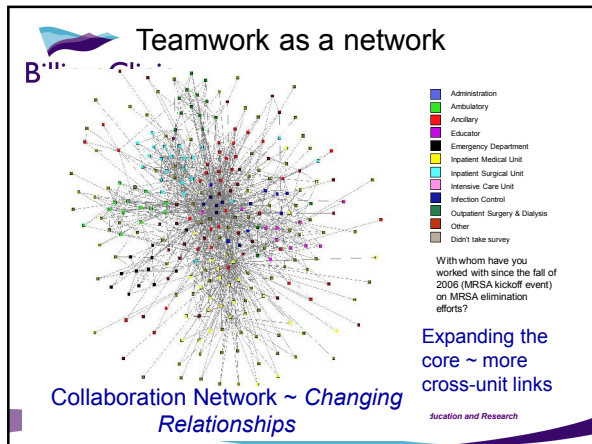
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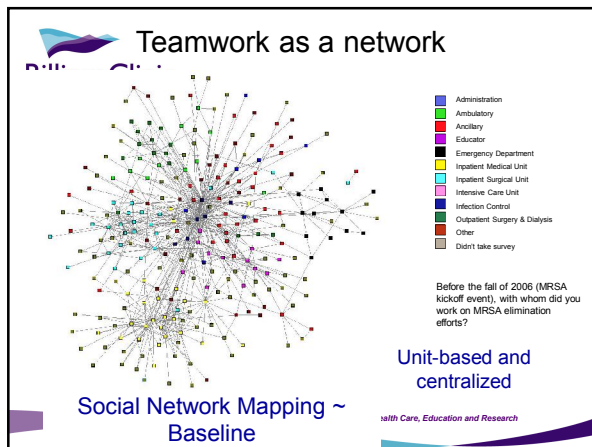
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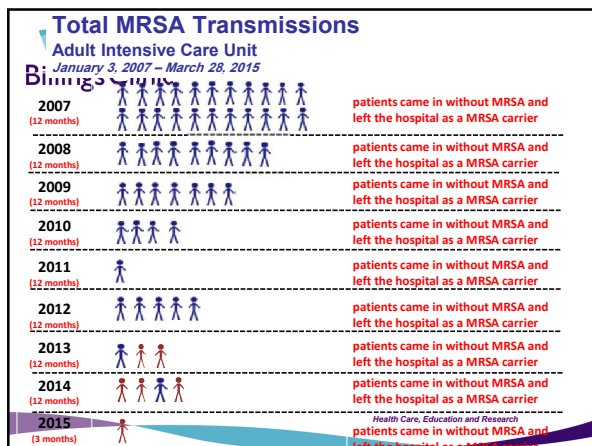
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### Goals of Teamwork

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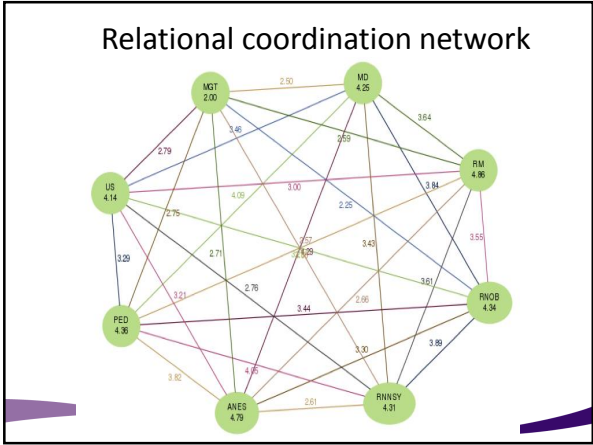
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### Relational Coordination Mapping Exercise

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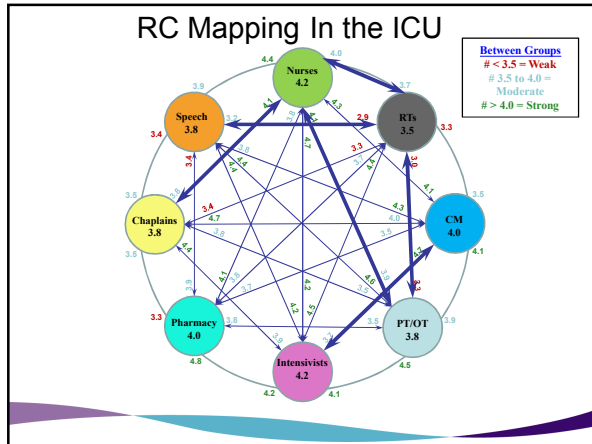
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### Key Dimensions of a High Functioning Team

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### Importance of Communication

- Communication failure has been identified as the leading root cause of sentinel events over the past 10 years (Joint Commission)
- Communication failure is a primary contributing factor in almost 80% of more than 6000 root cause analyses of adverse events and close calls (VA Center for Patient Safety)

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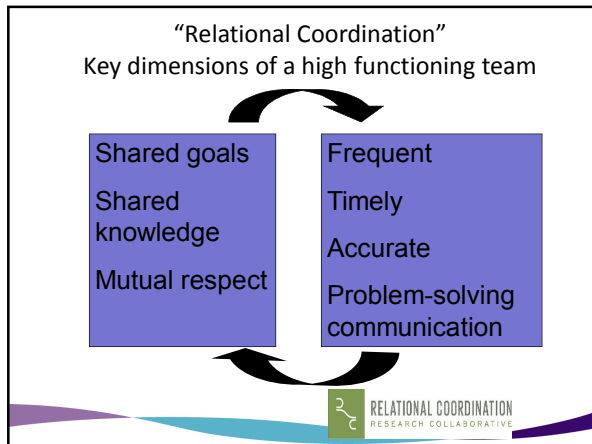
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**Dimensions of relational coordination**

RC dimensions	Survey questions
1. Frequent communication	How <i>frequently</i> do people in each of these groups communicate with you about [focal work process]?
2. Timely communication	How <i>timely</i> is their communication with you about [focal work process]?
3. Accurate communication	How <i>accurate</i> is their communication with you about [focal work process]?
4. Problem solving communication	When there is a problem in [focal work process], do people in these groups blame others or try to <i>solve the problem</i> ?
5. Shared goals	Do people in these groups <i>share your goals</i> for [focal work process]?
6. Shared knowledge	Do people in these groups <i>know</i> about the work you do with [focal work process]?
7. Mutual respect	Do people in these groups <i>respect</i> the work you do with [focal work process]?

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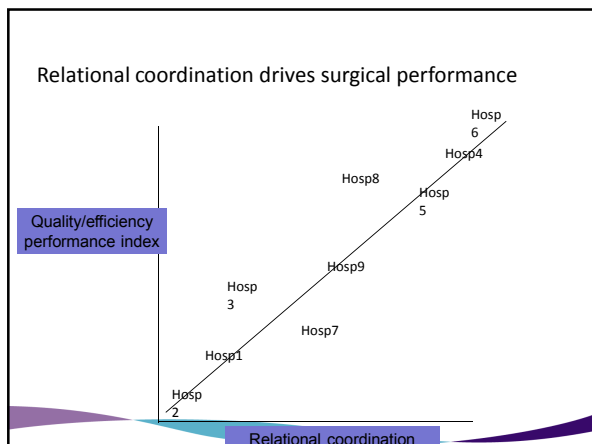
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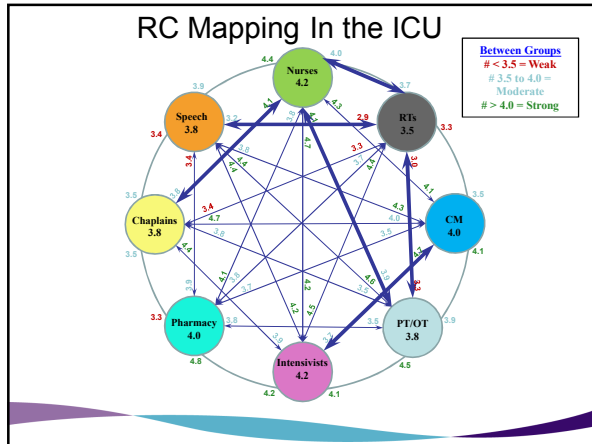
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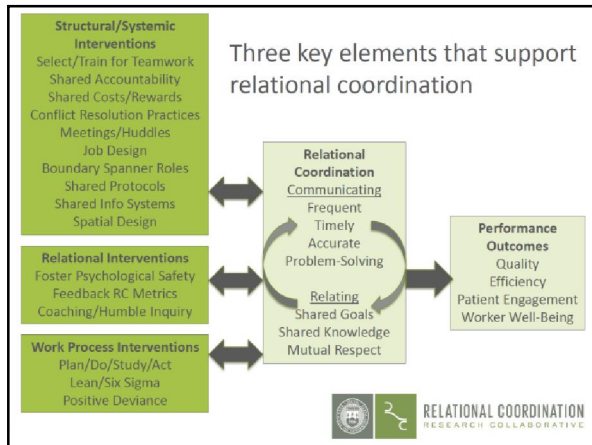
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### Improving Teams

- Awareness
- Unit improvement teams of front line workers with support
- Positive Deviance
- TeamSTEPPS

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### Relational Coordination Survey

- Measures any work process in need of coordination
- Serves as diagnostic tool *and* intervention tool
  - can inform the change process by sharing results with participants
  - reflects back the strength of overall ties, and the strength of specific ties




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### ICU Relational Coordination Scores

RC Dimension	2013 Between Groups	2014 Between Groups	2013 Within Groups	2014 Within Groups
Frequent	4.27	4.38↑	4.86	4.91↑
Timely	3.55	3.66↑	4.30	4.32↑
Accurate	3.92	4.11↑	4.33	4.48↑
Problem-Solving	3.87	4.00↑	4.23	4.26↑

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### ICU Relational Coordination Scores

RC Dimension	2013 Between Groups	2014 Between Groups	2013 Within Groups	2014 Within Groups
Shared Goals	3.94	↑4.07	4.43	↑4.61
Shared Knowledge	3.65	↓3.63	4.63	↑4.67
Mutual Respect	3.72	↑3.87	4.50	↑4.62
RC Index	3.85	↑3.96	4.47	↑4.55

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### What is TeamSTEPPS?

TeamSTEPPS is a collection of tools, strategies, and training curricula for establishing high performing teams. The main areas of focus include:

- Effective use of people, resources, and information to achieve desired outcomes
- Increase team awareness and clarify roles, responsibilities, and outcomes
- Resolve conflict and improve information sharing
- Eliminate barriers to quality, performance, and successful outcomes (including patient safety for hospital teams)

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### TeamSTEPPS teachable competencies

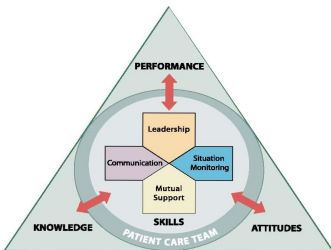


Exhibit 1: The TeamSTEPPS Framework

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### Key Principles

<b>Team Structure</b> Identification of the components of a multi-team system that must work together effectively to ensure patient safety
<b>Communication</b> Structured process by which information is clearly and accurately exchanged among team members
<b>Leadership</b> 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
<b>Situation Monitoring</b> Process of actively scanning and assessing situational elements to gain information or understanding, or to maintain awareness to support team functioning
<b>Mutual Support</b> Ability to anticipate and support team members' needs through accurate knowledge about their responsibilities and workload

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**TeamSTEPPS<sup>®</sup> 2.0**

**Framework and Competencies**

**Team Competency Outcomes**

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

TeamSTEPPS has five key principles. It is based on team structure and four teachable-learnable skills: Communication, Leadership, Situation Monitoring, and Mutual Support. The arrows depict a two-way dynamic interplay between the four skills and the team-related outcomes. Interaction between the outcomes and skills is the basis of a team striving to deliver safe, quality care and support quality improvement. Encircling the four skills is the team structure of the patient care team, which represents not only the patient and direct caregivers, but also those who play a supportive role within the health care delivery system.

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**How Does TeamSTEPPS Work?**

- Clearly define the need
- Plan to sustain the effort
- Train individuals
- Implement and test the strategies
- Integrate into daily practice
- Monitor and measure programs

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The TeamSTEPPS system includes three different medical team training curricula and a complete suite of multimedia course materials:

1. **Train-the-Trainer.** This 2-day training course is designed to create a cadre of teamwork instructors with the skills to train and coach other staff members.
2. **TeamSTEPPS Fundamentals.** This curriculum includes 4 to 6 hours of interactive workshops for direct patient care providers. Class size is recommended to not exceed 20.
3. **TeamSTEPPS Essentials.** This curriculum is a 1- to 2-hour condensed version of the Fundamentals Course and is specifically designed for nonclinical support staff.

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### TeamSTEPPS Tools

- 100 Level Tools: Request, Call-out, Cross-Check, Check-back, SBAR, Brief
- 200 Level Tools: Huddle, Debrief, Handoff, Cross-monitoring, STEP, Task assistance
- 300 Level Tools: CUS, 2-challenge rule, DESC, I'M SAFE

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### TeamSTEPPS

BARRIERS	TOOLS and STRATEGIES	OUTCOMES
<ul style="list-style-type: none"> <li>• Inconsistency in Team Membership</li> <li>• Lack of Time</li> <li>• Lack of Information Sharing</li> <li>• Hierarchy</li> <li>• Defensiveness</li> <li>• Conventional Thinking</li> <li>• Complacency</li> <li>• Varying Communication Styles</li> <li>• Conflict</li> <li>• Lack of Coordination and Followup With Coworkers</li> <li>• Distractions</li> <li>• Fatigue</li> <li>• Workload</li> <li>• Misinterpretation of Cues</li> <li>• Lack of Role Clarity</li> </ul>	<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• SBAR</li> <li>• Call-Out</li> <li>• Check-Back</li> <li>• Handoff</li> </ul> <p><b>Leading Teams</b></p> <ul style="list-style-type: none"> <li>• Brief</li> <li>• Huddle</li> <li>• Debrief</li> </ul> <p><b>Situation Monitoring</b></p> <ul style="list-style-type: none"> <li>• STEP</li> <li>• I'M SAFE</li> </ul> <p><b>Mutual Support</b></p> <ul style="list-style-type: none"> <li>• Task Assistance</li> <li>• Feedback</li> <li>• Assertive Statement</li> <li>• Two-Challenge Rule</li> <li>• CUS</li> <li>• DESC Script</li> </ul>	<ul style="list-style-type: none"> <li>• Shared Mental Model</li> <li>• Adaptability</li> <li>• Team Orientation</li> <li>• Mutual Trust</li> <li>• Team Performance</li> <li>• Patient Safety</li> </ul>

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TeamSTEPPS Concepts		
Concept	Definition	
Call-Out	To request or provide information	
Cross-Check	Parroting requests for confirmation and understanding	
Check-Back	Closing the loop of communication	
SBAR	Situation, Background, Assessment, Recommendation	<b>S   B   A   R</b>
Brief	Short planning session prior to start	
Huddle	Team regroup to reestablish awareness and planning	
Debrief	Short review session to review successes and opportunities	
Hand-Off	Transfer of information during transition	

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**Key Actions for Teamwork Improvement**

<b>Relational Coordination</b> <ul style="list-style-type: none"><li>• Measurement</li><li>• Understanding<ul style="list-style-type: none"><li>– Fundamental principles</li><li>– Areas of strength and weakness<ul style="list-style-type: none"><li>– Provides focus</li></ul></li></ul></li><li>• Across system, interdisciplinary teams composed of groups</li></ul>	<b>TeamSTEPPS</b> <ul style="list-style-type: none"><li>• Intervention</li><li>• Action focus<ul style="list-style-type: none"><li>– Teachable competencies</li></ul></li><li>• Across system, interdisciplinary teams composed of individuals.</li></ul>
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**Teamwork**

- Foundation of modern healthcare
- Easily measured
- Improvement tools readily available



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