Overview: What are we getting into?

Supported by:
Nebraska Office of Rural Health
Nebraska Coalition for Patient Safety
What works in a team training program?

- Team training improves team performance
  - Training accounts for 12% - 19% of the variability in team outcomes
  - What an organization does to sustain the effects of training accounts for the other 80%

- Focusing on general teamwork (communication, mutual support behaviors) skills vs. taskwork has a greater impact on process outcomes and attitudes

What is TeamSTEPPSTM?

Team Strategies and Tools to Enhance Performance and Patient Safety

- An evidence-based teamwork system
- Designed to improve
  - Safety
  - Quality
  - Efficiency of health care
- Practical and adaptable

Our Performance
What is TeamSTEPPSTM?

- Publicly available curriculum of multi-media materials
- Course Management
- Course Materials
- Implementation Guide
- Measurement Tools
- Supported by National Implementation Team

http://teamstepps.ahrq.gov/
TeamSTEPPS
National Implementation Team

Washington -TRC
Minnesota -TRC
North Shore Long I. TRC
Presbyterian St. Luke's
UNMC
Duke TRC
Tulane TRC
# Diffusion of TeamSTEPPS in NE

## Larger Hospitals
- BryanLGH
- Columbus Community Hospital
- Good Samaritan
- Mary Lanning
- Omaha VA Medical Center
- St. Elizabeth Regional Medical Center
- St. Francis Medical Center

## Critical Access Hosp.
- 52/65

## UNMC
- Physical Therapy
- Nursing
- Geriatrics
- Emergency Dept
- Medical students
Why Use TeamSTEPPS?

- Develop effective health care teams that **optimally use information, people and resources** to improve outcomes in clinical and nonclinical areas.

- Teams that **communicate effectively and back each other up** can reduce the frequency and consequences of human error.

- **Team skills** are not innate; they must be trained.
Why Invest in TeamSTEPPS?

- Cost of training is small compared to potential savings...
  - Prevent errors by creating safety net for fallible human beings
  - Minimize consequences of errors
  - Decrease staff turnover
  - Increase patient satisfaction

Change your system of care by investing in your most important resource… your human capital
Why Invest in TeamSTEPPS?

- Annual cost of medical errors approximately 98,000 lives and $17-29 billion\(^1,2\)

- 13.5% of hospitalized Medicare beneficiaries experience an adverse event during hospitalization (from random sample discharged 10/2008)\(^3\)

- Addresses root causes of errors


Root Causes of Sentinel Events Reported to Joint Commission
2009 - 2012

- Human Factors
- Leadership
- Communication
- Assessment
- Physical Environment
- Information Management
- Operative Care
- Care Planning
- Continuum of Care
- Medication Use

http://www.jointcommission.org/assets/1/18/Root_Causes_Event_Type_04_4Q2012.pdf
Why Invest in TeamSTEPPS?

- Joint Commission 2010 Leadership Standards for hospitals (Standard LD.03.01.01)
  - Leaders create and maintain a culture of safety
  - Leaders evaluate the culture on a regular basis
  - Leaders encourage teamwork; they create structures, processes, and programs to support it

- Sentinel Event Alerts
  - Issue 40: Behaviors that undermine a culture of safety
  - Issue 43: Leadership committed to safety

http://www.jointcommission.org/SentinelEvents/SentinelEventAlert/
What is the Evidence?

- Exploding Literature
  - Patient Care Team + Evidence-Based Practice = 890
  - Patient Care Team + Evaluation Studies = 3,519

- Studies in diverse patient populations demonstrate relationship between teamwork and
  - Improved clinical processes
  - Reduction in medical errors
  - Improved surgical team performance
  - Increased adherence to guidelines
  - Decreased length of stay
  - Increased functional status
  - Decreased mortality

EVERY 5% Increase in team behaviors….

- 11% in communication openness
- 15% in teamwork within departments
- 19% in exchange of information across departments
- 22% in exchange of important patient information during shift change
- 24% in perception that hospital management is interested in patient safety before adverse events
- 25% in perception that serious mistakes don’t happen by chance

What Makes TeamSTEPPS Different?

- Evidence-based and field-tested
- Comprehensive
- Customizable
- Easy-to-use teamwork tools and strategies
- Publicly available
- Evaluated using measures of
  - Structure—# of people trained, changes in job description & performance appraisals
  - Process—SBAR communication, briefs, huddles, debriefs
  - Outcomes—time to give tPA, door to balloon time, HAIs, overtime hours, % of DC meds reconciled
  - Hospital Survey on Patient Safety Culture
What Will Your Teams Learn?
Agenda

DAY 1
- Module 1—Introduction
- Module 2—Team Structure
- Module 3—Leadership
- Module 4—Situation Monitoring
- Module 5—Mutual Support
- Module 6—Communication
- Module 7—Summary—Putting It All Together

DAY 2
- Coaching Workshop
- High Fidelity Simulation
  - Practice team skills
  - Coach team skills
  - Identify team skills

Webinars to Complete Requirements for Master Trainer Certification
- Wed. Oct. 16 10 - 11 a.m.
- Thurs. Nov. 21 2 – 3 p.m.
TeamSTEPPS

HOW DOES TEAMSTEPPS WORK?
Phase 1 Pre-Training Assessment

1. Identify a need for team training
   - Adverse event and near-miss reports
   - Root causes analyses, FMEAs
   - Hospital Survey on Patient Safety Culture
   - Patient satisfaction
   - Staff satisfaction/engagement/turnover
   - Department/service line process or outcome measures

   - Patient Flow
   - Hospital Acquired Infection Rates
   - Core measures
   - Medication Errors
   - Pressure Ulcers
   - Time to Event (tPA, balloon)
   - Preventable Deaths
   - 30 Day Readmission Rate
TeamSTEPPS

Phase 1 Pre-Training Assessment

2. Improving safety culture is correct strategy
3. Timing is right
4. Culture change feasible/acceptable

Teamwork is one of the four key components of safety culture: reporting, just, teamwork, learning.
Phase 2 Training

Advancing TeamSTEPPS through Simulation Sept. 12 - 13, 2013

1. Explain the evidence base and theoretical framework that supports the use of team skills to improve safety culture.
2. Learn the team skills that enhance performance and patient safety.
3. Practice the team skills using high fidelity simulation and debriefing.
4. Coach members of your team to use team skills to improve their performance during a high fidelity simulation.

Attend Webinars to complete requirements to become a Master Trainer

- Thurs. Nov. 21 from 2 – 3 Culture Change
Phase 2 Training

- Your training plan depends upon your goal… transformational (whole hospital) vs. incremental change (one department or process)

- Common elements of successful training strategy
  1. Obtain leadership support from senior leaders, medical staff, board
  2. Train department heads in the tools emphasizing their role as leaders to use briefs, huddles, debriefs, provide feedback
  3. Develop plan for coaching new behaviors
  4. Conduct training and make revisions based on feedback
  5. Successful training may be done in ½ day blocks or one hour increments…whatever fits your needs
Phase 3 Sustainment

- Monthly 30 min. conference calls led by UNMC will resume in January 2014
- Hardwire new behaviors:
  - Measure and provide feedback about impact of behaviors on processes and outcomes
  - Change job descriptions and performance evaluations to include new behaviors
  - Orient new employees to the behaviors
  - Provide refresher training on an annual basis
  - Promote the behaviors...bulletin boards, contests, newsletter
- Reassess with Hospital Survey on Patient Safety culture 18 – 24 mos.
TeamSTEPPS provides choices for behavior.

- Complexity of Systems and Patients
- Competing Values & Expectations: Efficient vs. Safe, Effective
- System Design with Limited Resources
- Desired Outcome: Safe, High Quality Care
- Behavioral Choices of Fallible Human Beings

Adapted from David Marx
TeamSTEPPS

National Recognition of Need

- Accreditation Council for Graduate Medical Education (ACGME) and the Association for American Medical Colleges (AAMC) include aspects of communication, coordination, and collaboration in physician competencies.
- Joint Commission National Patient Safety Goals and accreditation standards.
- Centers for Medicare & Medicaid Services (CMS) included TeamSTEPPS in the 9th Scope of Work.
- Healthcare reform focus on Accountable Care Organizations and decreasing re-admission rates.
You are joining a community…

- UNMC Patient Safety Team is here to support your journey
  - Monthly conference calls
  - Share tools, literature, evaluation strategies

- Your participation contributes to the evidence base…how do team behaviors improve core measures, fall risk reduction, safety culture

- TeamSTEPPS is being disseminated nationally to hospitals and academic medical centers

- TeamSTEPPS is being integrated into healthcare professions education at UNMC
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...Improved teamwork and communications...

Ultimately, a culture of safety

Are you ready to be part of the transformation of health care?