Team Based Care

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Objectives:

► Recall the components of Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS®) tools that assist clinic staff to improve teamwork and productivity.

► Identify barriers to effective team performance, reflecting on your organization.

► Apply one or two strategies from TeamSTEPPS® when implementing improved team-based care in your organization.

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Teamwork:

► Critical role in providing quality health care:
  ► Essential for safe, patient-centered care
► Outcomes of a high-performing team:
  ► Adaptability
  ► Accuracy
  ► Productivity
  ► Efficiency
  ► Safety
► In effective teams, mistakes are caught, addressed, and resolved before compromising patient safety.
  ► https://www.ahrq.gov/teamstepps/index.html

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Lessons of the Geese:

► https://youtu.be/hazitrxzhPk
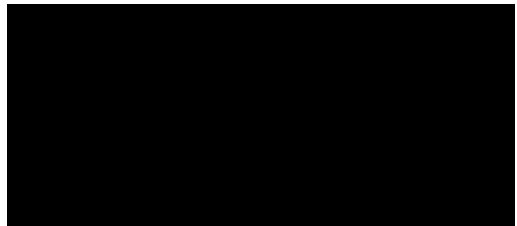
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TeamSTEPPS®

► Evidence-based teamwork system
  ► optimizing patient care through improved communication and teamwork skills
  ► integrate teamwork principles into variety of settings
► Comprehensive set of ready-to-use materials
► Training curriculum
► Online Master Trainer course
► Case Studies
► TeamSTEPPS® Pocket Guide mobile app
 ► https://www.ahrq.gov/teamstepps/index.html

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TeamSTEPPS®

► Provides specific tools and strategies for improving communication and teamwork
  ► reducing chance of error
  ► enhancing patient safety
  ► facilitates coordinated, adaptive performance
    ► in support of one's teammates, objectives, and mission
► Effective teams
  ► depends on each team member being able to anticipate the needs of others
  ► adjusts to each other's actions
  ► adjusts to the changing environment
  ► provides the ability to identify when errors occur
  ► Knows how to correct for errors
► https://www.ahrq.gov/teamstepps/index.html

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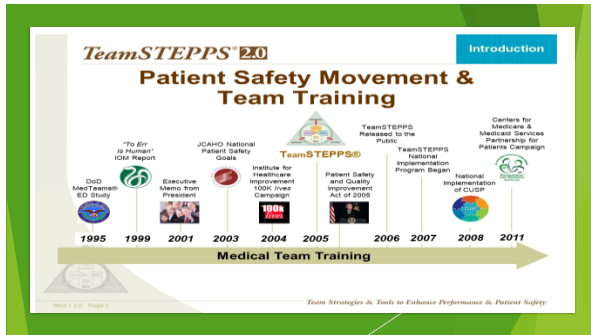
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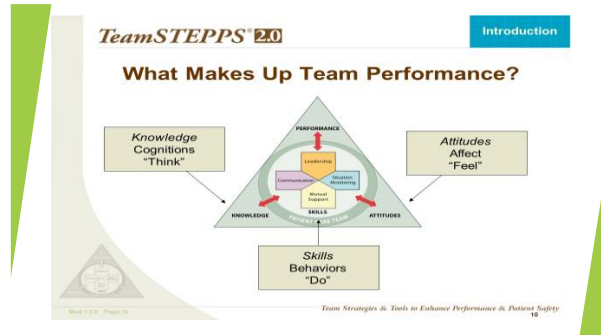
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Knowledge:
Shared Mental Model

Attitudes:
Mutual Trust
Team Orientation

Performance:
Adaptability
Accuracy
Productivity
Efficiency
Safety
https://www.ahrq.gov/teamstepps/index.html

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Tools:
- **Learning:**
  TeamSTEPPS Teamwork Attitudes Questionnaire (T-TAQ) (Attitudes)
  TeamSTEPPS Learning Benchmarks (Knowledge)
  Team Performance Observation Tool (Skills)
  TeamSTEPPS Teamwork Perceptions Questionnaire (TTPQ) (Skills)
- **Behavior:**
  Team Performance Observation Tool
  TeamSTEPPS Teamwork Perceptions Questionnaire (T-TPQ)
  AHRQ Surveys on Patient Safety Culture tools
- **Results:**
  Patient outcomes and clinical process measures
  AHRQ Patient Safety Indicators
http://teamstepps.ahrq.gov/abouttoolsmaterials.htm

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Teams:
▶ Teamwork cannot occur in the absence of a clearly defined team
  ▶ Shared goals
  ▶ Support Mission, Vision and Values of Organization
  ▶ Job Descriptions
  ▶ Delineated duties
  ▶ Responsibility to support team
  ▶ Communication skills
▶ Understanding a team's structure and how multiple teams interact is critical for implementation planning and evaluation

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Teams:
▶ Who are the members of the team experiencing a teamwork issue?
▶ Which team or teams within your multi-team system are experiencing the teamwork issue?
▶ Which team or teams interact with or are otherwise affected by the team(s) experiencing the issue?
▶ What type of issue is occurring?
  ▶ Knowledge:
  ▶ Attitudes:
  ▶ Performance:

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High Performing Teams:

- 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)

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High Performing Teams:

- Team Competencies need to be developed
- KSAs:
  - Knowledge
  - Skills
  - Attitudes
- Instructional strategies used to train targeted competencies
- Team leaders play a key role in determining team effectiveness
- Develop team leaders
  - Train & Coach
- (Salas, et al., 2004)

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Patient Centered Care:

- Embrace patients & families as valuable & contributing partners
- Listen to patients & families
- Assess patients' preference regarding involvement
- Ask patients about concerns-Speak in lay terms
- Allow time for patients and families to ask questions
- Ask for feedback
- Provide access to relevant information
- https://www.ahrq.gov/teamstepps/index.html

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How To Achieve Effective Team-based Care:

- Change Management*
- Team Structure
- Communication and Change Management*
- Team Leadership *
- Situational Monitoring
- Mutual Support and Coaching *
- Moving forward for team based patient centered care
- https://www.ahrq.gov/teamstepps/index.html

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Barriers to Team Based Care:

- Inconsistency in team membership
- Lack of time
- Lack of information sharing
- Hierarchy
- Defensiveness
- Conventional thinking
- Varying communication styles
- Conflict
- Lack of coordination and follow-up
- Distractions
- Fatigue
- Workload
- Misinterpretation of cues
- Lack of role clarity
- https://www.ahrq.gov/teamstepps/index.html
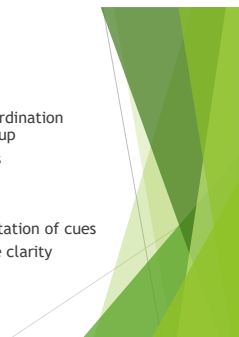
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Impact Case Examples:

- Duke private clinic (PDC) outcomes:
- Leaders embedded TeamSTEPPS® into PDC's new performance improvement system and patient experience quality improvement efforts
  - PDC comprises 1,850 physician members and 2,300 advanced practice providers across 140 sites
- "By internal measures, it worked. Across the system, 80 percent of leaders reported fewer breakdowns in communication, 90 percent felt better equipped to manage disagreements, and 84 percent reported that disagreements were handled appropriately. More than 80 percent of staff said that it was not difficult to speak up about a perceived problem with safety after going through TeamSTEPPS."
- S. Henninger, (2021) https://www.ahrq.gov/news/newsroom/case-studies/202101.html

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Change Management:

Kotter, J. (1996). Leading change. Boston, MA: Harvard Business School Press.
Kotter, J. & Rathgeber, H. (2005). Our iceberg is melting: Changing and succeeding under adverse conditions. New York, NY: St. Martin's Press.

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Change Management:

- Choose key players
- Identify a multidisciplinary Guiding Team
- Consider the credibility and integrity of change leaders
- Choose proven leaders who can drive the change process
- Strong position power, broad expertise, and high credibility
- Ensure Guiding Team has both management and leadership skills
- Management skills control the process
- Leadership skills drive the change
  - https://www.ahrq.gov/teamstepps/index.html

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Leadership Change Responsibilities:

- Establish a "culture of safety" aligned with expectations, core values, and shared beliefs
- Communicate organization's mission, vision and values
- Evaluate the culture
- Leading the process:
  - Translating values into expected behaviors
  - Establishing trust and accountability
  - Communicating a commitment to shaping team-based culture
  - Mentor, Guide and Evaluate
    - Kotter, (2005), https://www.ahrq.gov/teamstepps/

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Communicate for Understanding & By-In

- Provide supportive actions for fear, anger, and resistance
- Encourage discussion, dissent, disagreement, debate—keep people talking
- Tell people what you know—and what you don't know
- Acknowledge concerns, perceived losses, and anger
- Model the expected behaviors
- Value resisters:
  - They clarify the problem and identify other problems that need to be solved first
  - Their tough questions can strengthen and improve the change
  - They maybe right—it could be a dumb idea!
    - Kotter, 2005

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Empower Others to Act:

- Provide direction
- Allow others to find their own team-driven solutions
- Encourage others to speak up and take risks
- Share the information you know
- Encourage teamwork and collaboration
- Encourage personal reflection and learning
- Train employees so they have the desired skills and attitudes
- Track activities and progress
- Set short-term goals
  - Kotter 2005

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Produce Short Term Wins:

- Show visible success; further impetus for change
- Provide positive feedback; recognize and reward contributions to wins
- Further builds morale and motivation
- Leverage lessons learned to help plan next goal
- Create greater difficulty for resisters to block further change
- Provide leadership with evidence of success
- Build momentum
- Helps draw in neutral or reluctant supporters
  - Kotter 2005

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Avoid Errors to Effective Team-based Change:

- Allowing for complacency
- Failing to create a sufficiently powerful Guiding Coalition and Change Team
- Not truly integrating the vision
- Allowing obstacles to block change
- Not celebrating short-term wins
- Declaring victory too soon
- Neglecting to anchor changes firmly in the culture
- Kotter, 2005

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Don't Give Up:

- Acknowledge hard work
- Celebrate successes and accomplishments
- Reaffirm the vision
- Bring people together toward the vision
- Acknowledge what people have left behind
- Develop long-term goals and plans
- Provide tools and training to reinforce new behaviors
- Reinforce and reward the new behaviors
- Create systems and structures that reinforce new behaviors
- Prepare people for the next change
- Kotter, 2005

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Communication Standards:

- **Complete**
  - Communicate all relevant information
- **Clear**
  - Convey information that is plainly understood
- **Brief**
  - Communicate the information in a concise manner
- **Timely**
  - Offer and request information in an appropriate timeframe
  - Verify authenticity
  - Validate or acknowledge information
  - https://www.ahrq.gov/teamstepps/index.html

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Communication Barriers:

	https://www.ahrq.gov/teamstepps/index.html
Inconsistency in Team Membership	Lack of Time
Sharing	Lack of Information
Hierarchy	Defensiveness
Complacency	Conventional Thinking
Conflict	Varying Communication Styles
Distractions	Lack of Coordination & Follow-up with Coworkers
Fatigue	Workload
Misinterpretation of Cues	Lack of Role Clarity

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Communication Outcomes:

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

  - https://www.ahrq.gov/teamstepps/index.html

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Communication Skills and Patient Outcomes:

- Communicating ideas/information key teamwork competence
- Health professionals who communicate well:
  - Form and maintain relationships
  - Share information
  - Problem solve
  - Make best evidence-based decisions
  - Assist patients manage their health issues better
  - https://www.ahrq.gov/teamstepps/index.html

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Communication Tools:

- Team Huddles: problem-solving purposes
- Quick, reactive, touch-base meetings regain situation awareness
  - Discuss critical issues and emerging events
  - Anticipate outcomes and likely contingencies
  - Assign resources
  - Express concerns
  - Informally monitor situations
  - Leader changes the plan and shares information with team
  - Important tool for monitoring and updating the team
  - https://www.ahrq.gov/teamstepps/officebasedcare/module4/office_lead

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Information Exchange Strategies-SBAR:

- A team framework communication
- Communicate the following:
  - 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—What would I recommend?
 - https://www.ahrq.gov/teamstepps/index.html

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Information Exchange Strategies-Call Out:

- A strategy used to communicate important or critical information
- It informs all team members simultaneously during urgent or emergency situations
- It helps team members anticipate next steps

- https://www.ahrq.gov/teamstepps/index.html

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Information Exchange Strategies-Check Back:

https://www.ahrq.gov/teamstepps/index.html
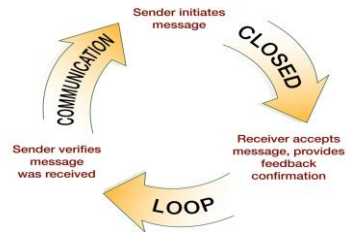
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Information Exchange Strategies-Hand Off:

- Transfer of responsibility and accountability
- Clarity of information
- Verbal communication of information
- Acknowledgment by receiver
- Opportunity to review

- https://www.ahrq.gov/teamstepps/index.html

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Coaching:

- Involves providing instruction, direction, and prompting
- Includes demonstrating, reinforcing, motivating, and providing feedback
- Requires monitoring and ongoing performance assessment
- Continues even after skills are mastered to ensure sustainment
- https://www.ahrq.gov/teamstepps/index.html

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Coaching is:

► Simple
► Focused
► Respectful
► Kind
► Timely

► https://www.ahrq.gov/teamstepps/index.html

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Why is Coaching Important?

► Clear and defined goals
► Aligned expectations between team leader and team members
► "Just-in-time" knowledge transfer
► Increased individual motivation and morale
► Increased ability to adapt and react
► Early identification of unforeseen performance barriers
► Commitment to ongoing learning and improvement
► Movement toward superior team performance
► https://www.ahrq.gov/teamstepps/index.html

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A Coach is:

► Coachable
► Trusted and respected by peers
► Reinforces acceptance of behavior through performance
► Excellent communicator-good listener
► Listens respectfully-Provides and encourages feedback
► Knowledgeable of the environment
► Trained at giving feedback-open minded
► Set clear goals
► Selects and trains additional coaches
  ► Choose individuals who are well respected in work area
  ► https://www.ahrq.gov/teamstepps/index.html

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Coaching:

► Listening, watching, asking questions
► Getting the team to reflect on behavior and actions
► Understand how to improve their performance
► Better patient care
► Better morale
► Better functioning team
► Motivates individuals and teams to make changes
► Identifies safe practices & areas to focus quality improvement efforts
► https://www.ahrq.gov/teamstepps/index.html

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Coaching in TeamSTEPPS®:

► Integration of teamwork behaviors into daily practice
► Role model behavior
► Observe performance and provide feedback
► Motivate team members
► Provide opportunities to practice and improve
► Increased understanding of teamwork concepts
► Increased teamwork competence among staff
► Sustainment of improved performance over time
► Improved team performance and safer patient care
► https://www.ahrq.gov/teamstepps/index.html

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Effective Coaches:

► What characteristics did coaches you respected have that made them effective?
► Do you believe coaching characteristics are innate or can they be learned?

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Effective Coaching Results in:

- Clear and defined goals between team leader and team members
- "Just-in-time" knowledge transfer
- Increased individual motivation and morale
- Increased ability to adapt and react-realigned expectations
- Early identification of unforeseen performance barriers
- Commitment to ongoing learning and improvement
- Movement toward superior team performance
  - https://www.ahrq.gov/teamstepps/index.html

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Coach as a Motivator & Leader:

- Helps team members see the bridge between new behaviors and patient safety
- Encourages belief in team members' abilities to succeed
- Expresses enthusiasm and commitment
- Validates current levels of accomplishment while advocating greater achievement
- Recognizes successful performance
- Identifies potential challenges, pitfalls, and unforeseen consequences
- Offers support, assistance, and empathy
- Communicates positive results and outcomes
  - https://www.ahrq.gov/teamstepps/index.html

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Coaching Observations:

- Explain your observations
- Be specific and clear
- Remain as objective as possible
- Examples:
  - "I saw"
  - "I observed"
  - "I watched"
  - "The team did"
  - "The team didn't"
  - "I noticed"
    - https://www.ahrq.gov/teamstepps/index.html

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Coaching Questions:

- Allows the team/person to reflect
- Displays genuine curiosity and interest in what happened
- Examples:
  - "Can you help me understand?"
  - "I am curious, what do you think happened?"
  - "How did that make you feel?"
  - "What is your point of view?"
  - "How did you experience that?"
  - "I wonder what you think happened?"
  - "Where do you think your team was coming from?"
    - https://www.ahrq.gov/teamstepps/index.html

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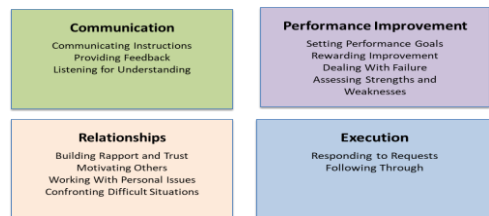## Coaching into Action:

- Giving feedback at the appropriate time
- Feedback steps with teams/individuals:
  - Step I: Set the stage
  - Step II: Start with an open-ended question
  - Step III: Share your observations with the team/person
  - Step IV: Motivate the team/person by focusing on what they could do better
  - Step V: End the coaching session
  - Step VI: Train other coaches
- https://www.ahrq.gov/teamstepps/index.html

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Coaching Competencies:

Communication	Performance Improvement
Communicating Instructions	Setting Performance Goals
Providing Feedback	Rewarding Improvement
Listening for Understanding	Dealing With Failure
	Assessing Strengths and Weaknesses

Relationships	Execution
Building Rapport and Trust	Responding to Requests
Motivating Others	Following Through
Working With Personal Issues	
Confronting Difficult Situations	

https://www.ahrq.gov/teamstepps/index.html

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Coaching Tips:

▶ Do...
  ▶ Actively monitor and assess team performance
  ▶ Establish performance goals and expectations
  ▶ Acknowledge desired teamwork behaviors and skills through feedback
  ▶ Coach by example; be a good mentor
▶ Do not...
  ▶ Coach from a distance
  ▶ Coach only to problem solve
  ▶ Lecture instead of coach
    ▶ https://www.ahrq.gov/teamstepps/index.html

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Coaching Self Assessment Tools:

▶ https://www.ahrq.gov/sites/default/files/wysiwyg/professionals/education/curriculum-tools/teamstepps/instructor/fundamentals/module9/coachselfasfm.pdf

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Evaluation vs Coaching:

▶ Orientation-training
▶ Communicate goals and expectations
▶ Training checklist
▶ Coach as needed
▶ Standardize evaluation
  ▶ End of training
  ▶ Prior to three month
  ▶ Additional as needed
▶ Address difficult conversations
  ▶ Sooner vs later

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Wrap Up:

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Recall the components of Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS®) tools that assist clinic staff to improve teamwork and productivity.

https://www.ahrq.gov/teamstepps/

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Identify barriers to effective team performance, reflecting on your organization.

▶ Inconsistency in team membership
▶ Lack of time
▶ Lack of information sharing
▶ Hierarchy
▶ Defensiveness
▶ Conventional thinking
▶ Varying communication styles
▶ https://www.ahrq.gov/teamstepps/index.html

▶ Conflict
▶ Lack of coordination and follow-up
▶ Distractions
▶ Fatigue
▶ Workload
▶ Misinterpretation of cues
▶ Lack of role clarity

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Apply one or two strategies from TeamSTEPPS® when implementing improved team-based care in your organization.

▶ The TeamSTEPPS® change model is one of several change management strategies

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Apply one or two strategies from TeamSTEPPS® when implementing improved team-based care in your organization.

▶ Change Management*
▶ Team Structure
▶ Communication and Change Management*
▶ Team Leadership *
▶ Situational Monitoring
▶ Mutual Support and Coaching *
▶ Moving forward for team based patient centered care*
▶ https://www.ahrq.gov/teamstepps/index.html

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Questions? kimbles@umkc.edu

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References:

▶ Chesluk, B. J., & Holmboe, E. S. (2010). How teams work--or don't--in primary care: a field study on internal medicine practices. Health affairs (Project Hope), 29(5), 874-879. https://doi.org/10.1377/hlthaff.2009.1093
▶ Duke's Private Diagnostic Clinic Used TeamSTEPPS to Improve Teamwork and Communications. Content last reviewed June 2021. Agency for Healthcare Research and Quality, Rockville, MD. https://www.ahrq.gov/news/newsroom/case-studies/202101.html
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▶ Kotter, J. & Rathgeber, H. (2005). Our iceberg is melting: Changing and succeeding under adverse conditions. New York, NY: St. Martin's Press.
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▶ TeamSTEPPS® Essentials Course. Content last reviewed July 2018. Agency for Healthcare Research and Quality, Rockville, MD. https://www.ahrq.gov/teamstepps/instructor/essentials/slessentials.html
▶ TeamSTEPPS® Coaching Self-Assessment Form https://www.ahrq.gov/sites/default/files/wysiwyg/professionals/education/curriculum-tools/teamstepps/instructor/fundamentals/module9/coachselfasfm.pdf
▶ TeamSTEPPS® Fundamentals Course: Module 9. Coaching Workshop: Instructor's Materials. November 2008. Agency for Healthcare Research and Quality, Rockville, MD. http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/instructor/fundamentals/module9/igcoaching.html.
▶ TeamSTEPPS® Tools http://teamstepps.ahrq.gov/abouttoolsmaterials.htm

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