Shrinking the Change and Leveraging Bright Spots in Your TeamSTEPPS Implementation

January 8, 2020
Rules of engagement

• Audio for the webinar can be accessed in two ways:
  • Through the phone (*Please mute your computer speakers)
  • Through your computer

• A Q&A session will be held at the end of the presentation

• Written questions are encouraged throughout the presentation and will be answered during the Q&A session
  • To submit a question, type it into the Chat Area and send it at any time during the presentation
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2. Make sure that you have created your Duke OneLink Account. Instructions are in your confirmation email. You can also email TeamTraining@aha.org with questions.

3. You will receive a code that you can use to claim the credit during the live webinar. You must be live to receive this credit.
Upcoming Team Training Events

Courses
Our first TeamSTEPPS courses of the year are filling up! Whether you are new to TeamSTEPPS, looking for implementation assistance or something in between, we offer something for every step on your TeamSTEPPS journey. Register now for a Master Training course, Fundamentals course, or Next Steps workshop.

Conference
June 3-5 | New Orleans
Early bird registration is now open! Our national conference is the meeting place where diverse, interdisciplinary teams of health care professionals come together to share practical tips and new ideas for improving team-based care. Learn more about the premier team training event of the year!

Webinar
February 19, 2020 | 12:00 – 1:00 PM EST
Register for the February 2020 webinar: Measuring Teamwork Culture Utilizing the TeamSTEPPS Teamwork Perceptions Questionnaire
Contact Information

Web: www.aha.org/teamtraining
Email: TeamTraining@aha.org
Phone: 312-422-2609
Today’s Presenters

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Megan Sherman, MAEdHD, Associate Director of WISH

Farrah Leland, JD, Associate Director of WISH

UW Medicine
WWAMI INSTITUTE FOR SIMULATION IN HEALTHCARE
UW Medicine Community

- 2,400 faculty members in 30 departments
- 4,700 clinical faculty across WWAMI region
- 4,500 students and trainees
  - Medical students, residents, fellows
  - Schools of Nursing
  - Pharmacy, PA, Rehab Therapies, RT
  - Other Ancillary Health Sciences Schools
- 27,000+ employees
## Objectives

<table>
<thead>
<tr>
<th>Objective #1</th>
<th>Objective #2</th>
<th>Objective #3</th>
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<tbody>
<tr>
<td>Identify “bright spots” in the implementation process and how to leverage them</td>
<td>Understand the need to evaluate the process frequently and adjust the plan as needed using a 30-60-90 day approach</td>
<td>Understand the difference between ownership and buy-in and why ownership is essential in implementation</td>
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The Change Team

- Interprofessional
- Front-line and leadership members
- Provides ownership versus buy-in

- Meet monthly
- Design the implementation
- Lead the trainings
- Serve as ambassadors
Ownership Versus Buy-in

• Ownership by the people doing the work
  • “TeamSTEPPS is happening, but you get to decide how it happens”
  • Change team designs the implementation
  • Not a top-down approach

-Henri Lipmanowitz, Liberating Structures.org
Direct the Rider

Develop a Destination Postcard
- Change is easier when you know where you are going and why it’s worth it
- What looks like resistance is often lack of clarity

Find the Bright Spots
- Investigate what’s working and clone

Script the Critical Moves
- Don’t think big picture, think in terms of specific behaviors

Motivate the Elephant

Find the Feeling
- Knowing something isn’t enough to cause change, make people feel something

Shrink the Change
- Break down the change until it no longer spooks the elephant

Grow Your People
- Cultivate a sense of identity and instill the growth mindset

Shape the Path

Tweak the Environment
- When the situation changes, the behavior changes, so change the situation

Build Habits
- When behavior is habitual, it’s “free” – it doesn’t tax the rider

Rally the Herd
- Behavior is contagious - Help it spread

Source: Switch: How to Change Things When Change is Hard, Chip and Dan Heath, 2010
• Problem Statement:
  • There is a common disconnect in developing a shared mental model for all cases throughout the day.

• Destination Postcard:
  • Implement a morning brief in every OR to plan for entire day in each room
Why Do We Resist Change?
<table>
<thead>
<tr>
<th>Observable Behavior</th>
<th>Often Misread as</th>
<th>Usually Caused by</th>
<th>Resolved through</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delays and excuses</td>
<td>Incompetence or poor attitude</td>
<td>Confusion over roles and/or priorities</td>
<td>Explicit instructions and proactive management of competing commitments</td>
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<tr>
<td>Obsessive questioning and need for hand-holding</td>
<td>Reluctance or skepticism</td>
<td>Cognitive overload and/or pace of change</td>
<td>Adapt to strength for better fit</td>
</tr>
<tr>
<td>Errors</td>
<td>Lack of engagement</td>
<td>Role confusion and/or immature team infrastructure</td>
<td>Role clarity and cross-functional agreements</td>
</tr>
<tr>
<td>Derailing or acting out</td>
<td>Resisting the change itself</td>
<td>Style conflict and/or excessive complexity</td>
<td>Candid feedback Mentoring/coaching</td>
</tr>
</tbody>
</table>
Resistors - FEAR

• Effects of Fear:
  • Fear of change stops us from taking action

• Fear of:
  • Unknown
  • Failure
  • Loss
  • Upsetting others
  • Leaving a comfort zone

• How to help:
  • Allow team to identify and share their concerns and fears.
  • Buy-in vs. Ownership
Resistors – LACK OF COMMUNICATION

• Effects of Lack of Communication:
  • Creates conflict
  • Lack of information fuels rumors and increases anxiety

• Lack of Communication due to:
  • Not communicating at all
  • Delivering communication in a way not recognized by all

• How to help:
  • Messaging can get lost (too many emails, memos, etc.), avoid assumptions that new info has been read
  • Destination Postcard – Change team will be ambassadors for this
  • Listen to your team
Resistors – FAD and Initiative Fatigue

• Effects of Fad:
  • Disengagement, many times fads = failure to deliver
  • Failure to move change forward

• How Initiative Fatigue and Fads Foster Resistance:
  • “We’ve tried that before”
  • “Not another thing on my plate”
  • “How is this different from what we’ve done before”

• How to help:
  • Emphasize TeamSTEPPS is integrated into what you are already doing
    • Not an additional initiative
Resistors – LACK OF UNDERSTANDING

- Effects of Lack of Understanding:
  - Create delays and excuses

- Lack of Understanding due to:
  - Lack of information
  - Not conveying why the change is necessary

- How to help:
  - Buy-in vs. Ownership
  - Set the stage for the “why”
Bright Spots

• What’s working and how do we build off of that?
  • TBU
  • Interprofessional Rounding
  • SBAR report
  • OR briefs
  • SBAR telephone encounters

• Focus on the people who are already committed to change
Find the Feeling

• Tap into the unconscious side of the brain
• What’s in it for me?
  • Everyone is different
• “How can I get this group of people to do what I want them to do?” versus, “How can I get this group of people to do what they want to do?”
Shrink the Change and Script the Critical Moves

• Develop a 30-60-90 Day Plan
  • Developed by Change Team
  • Provides ownership of the process
  • Keeps the team focused
  • Has to be realistic
  • Integrate into what you are already doing
  • Every area is different
    • Consider competing priorities
<table>
<thead>
<tr>
<th>100 Level Skills</th>
<th>200 Level Skills</th>
<th>300 Level Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request</td>
<td>Huddle</td>
<td>CUS</td>
</tr>
<tr>
<td>Call-Out</td>
<td>Debrief</td>
<td>Two-Challenge Rule</td>
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<tr>
<td>Cross-Check</td>
<td>Handoff</td>
<td>DESC</td>
</tr>
<tr>
<td>Check-Back</td>
<td>Cross-Monitoring</td>
<td>I’M SAFE</td>
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<tr>
<td>SBAR</td>
<td>STEP</td>
<td></td>
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<tr>
<td>Brief</td>
<td>Task Assistance</td>
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<td>Shared Mental Model</td>
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What Does this Look Like?

- 30-60-90 Day plan updated each month at change team meeting
  - Ownership (again)
- Start with one to two tools (shrink the change)
  - Look for low-hanging fruit
- Identify next steps and who is responsible
- Allow for flexibility
What is the specific problem, challenge or opportunity for improvements that will be the target of the TeamSTEPPS Initiative?

*There is a common disconnect in developing a shared mental model for all cases throughout the day*

**Develop a Destination Postcard based on your identified problem, challenge or opportunity:**

*Implement a morning brief in every OR to plan for entire day in each room*

What are the critical moves for the 30/60/90 day implementation regarding this problem, challenge or opportunity for improvement?

<table>
<thead>
<tr>
<th>30 Days</th>
<th>60 Days</th>
<th>90 Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalize Oversight Committee Expectations</td>
<td>Present to Surgical Council</td>
<td>Start brief pilot</td>
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<tr>
<td>Set up a regular meeting</td>
<td>Identify possible metrics</td>
<td>Review TPQ results</td>
</tr>
<tr>
<td>Distribute “Switch” - Chip and Dan Heath “Book” dates for training</td>
<td>Administer TPQ</td>
<td>Revised template based on pilot feedback</td>
</tr>
<tr>
<td>- Timeline of training</td>
<td>Provide “Switch” to OC</td>
<td></td>
</tr>
<tr>
<td>- Finalize TPQ</td>
<td>Set dates for training</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify potential pilot teams for brief</td>
<td></td>
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<tr>
<td></td>
<td>Develop brief template</td>
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</table>

What specific action needs to occur to accomplish the above plan, and who is responsible for overseeing completion?

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<tr>
<th>30 Days</th>
<th>60 Days</th>
<th>90 Days</th>
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</thead>
<tbody>
<tr>
<td>Step 1 – Kat, Arnold and Elizabeth to draft OC expectations with help from Ross</td>
<td>Step 1 - Eileen and Ian present to SC the plan</td>
<td>Step 1 – 3 service lines to conduct pilot 45 day pilot</td>
</tr>
<tr>
<td>Step 2 – Kat to send out doodle poll to set standing meeting date/time</td>
<td>Step 2 - TPQ sent out by profession</td>
<td>Step 2 – Ross will collate TPQ results and share with OC</td>
</tr>
<tr>
<td>Step 3 – Ian to work with Ross on final TPQ intro</td>
<td>Step 3 - Becky to purchase books</td>
<td>Step 3 – PDSA of pilot and template done by participants and OC</td>
</tr>
<tr>
<td>Step 4 – OC to discuss timeline for training</td>
<td>Step 4 – OC team to discuss training plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Step 4 – Elizabeth will draft a brief template for OC meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Step 5 – ask for volunteers for Pilot</td>
<td></td>
</tr>
</tbody>
</table>
What is the specific problem, challenge or opportunity for improvements that will be the target of the TeamSTEPPS Initiative?

Inconsistent communication between all roles within the Women and Children’s division.

Develop a Destination Postcard based on your identified problem, challenge or opportunity:

Systematically implement the TeamSTEPPS 100 level communication tools to improve communication among the team.

What are the critical moves for the 30/60/90-day implementation regarding this problem, challenge or opportunity for improvement?

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<thead>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Create Schedule of Tools of the Month</td>
<td>Continue with Tools of the Month</td>
<td>Reward and Recognize</td>
<td>Plan for TPQ questionnaire repeat</td>
</tr>
<tr>
<td>Create TeamSTEPPS Wall</td>
<td></td>
<td></td>
<td>Report results to stakeholders</td>
</tr>
</tbody>
</table>

What specific action needs to occur to accomplish the above plan, and who is responsible for overseeing completion?

| Step 1 – Standard communication for roll-out of the tools of the month (who, how, when). | Step 1 – Continue to update the TeamSTEPPS board with current tools in Birth Center, NICU and Peds | Step 1 – Continue to update the TeamSTEPPS board with current tools in Birth Center, NICU and Peds |
| Start with Closed Loop Communication-Nov/Dec, then SBAR | SBAR in mid-Dec | SBAR in mid-Dec |
| Step 2 – Update the TeamSTEPPS board with current tools in BC, NICU, Peds-Done | Step 2 – Select Recognition cards to highlight successes at LIP and Nursing Dept Meetings- | Step 2- Continue with TeamSTEPPS highlight report in “Reminders, Changes and What’s Coming” format |
| Step 3 – Template card for “I saw …. Use …. Today” for easy recognition in a fun design | Step 3 – Continue with TeamSTEPPS highlight report in “Reminders, Changes and What’s Coming” format | Step 3- Pull available metrics: |
| Done | Step 4- Create value in TeamSTEPPS tools (example: daily briefing compliance in each unit) | • Safety Event Reports regarding communication-6 for the last 6 months |
| | | • Daily Briefing compliance-goal 80% |
| | | • Future goal-Information received makes a difference in |
References

• Liberating Structures [http://www.liberatingstructures.com](http://www.liberatingstructures.com)

• Switch: How to Change Things When Change is Hard; Chip and Dan Heath, 2010
Questions? Stay in Touch!

www.aha.org/teamtraining

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