Obstetrics Team-Based Approaches Improve Value

October 14, 2020

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  - Will be held at the end of the presentation
  - Written questions are encouraged throughout the presentation
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Upcoming Team Training Events

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Obstetrics Team-Based Approaches Improve Value

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The Value Initiative

Value = Outcomes & Patient Experience = Cost
Team-based Approaches for Obstetrics
Team-based Care Creates Value

Value Initiative

Issue Brief
Team-based Care Creates Value

This is part of a series of Issue Briefs framing the complex issue of affordability. These briefs can be used to initiate conversations with stakeholders in your community.

What is Team-based Care?
The health care needs of Americans are often complex, as is the health care system patients have to navigate during an illness. To better support patients and their families through an acute or chronic illness, hospitals and health systems are adopting team-based models of care that encompass patients’ medical and social needs across the care continuum. Team-based care is a promising, low-tech approach that allows health care workers from varying professional disciplines to provide customized, patient-centered care to manage the physical, psychological and spiritual needs of their patients.

As hospitals and health systems continue to move toward value-based care, team-based approaches provide a pathway to value by improving outcomes, enhancing the patient experience and reducing cost. This issue brief explores how to build effective care teams and how organizations can utilize team-based models to improve value.

Creating Interdisciplinary Care Teams
Interdisciplinary care teams take the multidisciplinary approach to the next level by ensuring that the providers work collaboratively, rather than just alongside one another.

Interdisciplinary care teams bring together health care professionals from several disciplines to work towards a common goal, all allowing each team member to draw on their discipline’s unique skills and capacities. This group of a clinical and non-clinical professionals coordinate their actions for a common purpose—either the prevention and treatment of disease or the promotion of health.

Defining Team-based Care
National Academy of Medicine defines team-based care as “the provision of health services to individuals, families, and/or their communities by at least two health providers who work collaboratively with patients and their caregivers—towards the extent preferred by each patient—to accomplish shared goals within and across settings to achieve coordinated high-quality care.”

Though often used interchangeably, multidisciplinary and interdisciplinary differ in their form and function.

Multidisciplinary Care Teams: A team composed of members from more than one discipline, offering patients a greater breadth of services. Team members work independently and in parallel, with each provider responsible for his or her own area. Communication between team members is formal, and team structure is often hierarchical with a designated leader overseeing the team.

Interdisciplinary Care Teams: A team of professionals from various disciplines are involved in reaching a common goal, with each team member bringing his or her discipline’s expertise to the team. Team members work formally and informally, and information is shared in a systematic way among team members. An interdisciplinary team is collaborative and integrates each profession’s knowledge into the care plan.

You are invited to explore The Value Initiative at: www.aha.org/TheValueInitiative

The Value Initiative
Tools, resources and education to help you improve affordability and promote value in your communities.
Today’s Presenters

Elissa M. Concini  MSN, RNC-OB, C-EFM
Women’s Health Quality and Safety RN, Geisinger

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Nursing Professional Development Specialist, Geisinger

Diana Contreras,  M.D.,
Chairman, Department of Obstetrics, Gynecology and Women's Health, Atlantic Health System
Today’s Objectives

Understand, Identify, Discuss

Understand the use of TeamSTEPPS in obstetric care and its impact
Identify tools and metrics to track quality of obstetric care
Discuss ways team-based care brings value to the patient, provider and the hospital/health system
# History of TeamSTEPPS at Geisinger

<table>
<thead>
<tr>
<th>Hospital</th>
<th>First Tool Timeline</th>
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<tbody>
<tr>
<td>GWV</td>
<td>February 2018</td>
</tr>
<tr>
<td>GBH</td>
<td>June 2018</td>
</tr>
<tr>
<td>GMC</td>
<td>October 2018</td>
</tr>
<tr>
<td>GHS</td>
<td>Sept-October 2018</td>
</tr>
<tr>
<td>GLH</td>
<td>January 2019</td>
</tr>
<tr>
<td>GCMC</td>
<td>October 2019*</td>
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Implementation in Obstetrics

Debriefs  Huddles  Briefs  IPASS the BATON  CUS  SBAR
COVID-19 Implications

- Morning COVID-19 Huddle WH
- Weekly COVID-19 Huddle for Perinatal Teams
- COVID-19 Huddle prior to or upon patient arrival
Challenges and Successes

• Challenges
  o Continual change
  o Staff transition
    • Need for continued TeamSTEPPS education
  o Firefighting
  o Handoffs
  o Real time feedback
  o Interdisciplinary team communication*

• Successes
  o Clear communication during change
  o Imbedded tools
  o Decrease in sentinel/serious events*
  o Increase in staff communication and support
  o Culture of Safety has shifted*
    • Proactive versus reactive

*some sites are improving, while others are having challenges
When the ball drops…

• The Team
  • Was ready
• The Outcome
  • Was good
• The Questions
  • Were overflowing
"GREAT CATCH"

- Anticipation of high-risk patients and recognition of additional support for care and deliveries.
  - Shoulder dystocia
  - Transfer of patients to GMC (placenta percreta)
  - Anesthesia prepping GWV Main OR
  - Anticipation of additional equipment for OR
  - NICU Staffing/Census
- Identification that a patient had been on the unit without being seen and evaluated by the unit provider
- Role designation for patient flow and timely discharge
Impact of TeamSTEPPS

- Sentinel/Serious events
- Brief attendance
- Debrief compliances with C-sections
- Huddle attendance/frequency
- Completion of action items from all debriefs (simulation/drills/real cases)
Future of Team STEPPS in OB

- Support importance of current tools
- Additional tool deployment (IPASS)
- New provider education
- Re-boot at multiple sites
- Dig deeper into Culture of Safety
- Team building with TeamSTEPPS
Keep your eye on the ball!

- Continuing education
- Clear communication
- Timely follow-up
- Frequent pulse checks
- Celebrate successes
Obstetrics Team-Based Approaches Improve Value

Diana N. Contreras, MD, MPH
Medical Director, Women’s Health Service Line
• Atlantic Health System’s Hospitals
  ✓ Morristown Medical Center in Morristown, NJ
  ✓ Overlook Medical Center in Summit, NJ
  ✓ Newton Medical Center in Newton, NJ
  ✓ Chilton Medical Center in Pompton Plains, NJ
  ✓ Hackettstown Medical Center, NJ
  ✓ Goryeb Children’s Hospital in Morristown, NJ
• 4 Labor and Delivery Units
• NICU
  o Morristown Medical Center
  o Overlook Medical Center
• Residents
• MFM System wide
  o Morristown Medical Center
  o Overlook Medical Center
• System-wide TeamSTEPPS training 2019
• All L&D nurses
• L&D employees
• All OB/GYN department providers
  o Physicians (including the GYN only providers)
  o Midwives
  o Nurse practitioners
• TeamSTEPPS Principles
  o Leading Teams
  o Mutual Support
  o Communication
  o Situational Monitoring
TeamSTEPPS Principles at Atlantic Health System (Same at all sites)

- Twice daily Briefs
  - Established time
  - Established attendance
    - NICU
    - Anesthesia
    - Nursing (L&D and P/P)
    - Providers
    - Social workers
- Huddles
  - Category II tracing huddle
  - Other
TeamSTEPPS Principles at Atlantic Health System (Same at all sites)

- Pre-C/section Huddles
- TOAD
  - Timing
  - Obstetrics
  - Anesthesia
  - Department status
- Post C/S Huddle/Debrief
  - 3 TeamSTEPPS questions- including the patient
    - What did we do well?
    - What could be improved?
    - What is one thing we should change immediately?
TeamSTEPPS Principles at Atlantic Health System
Transforming Teams of Experts into an Expert Team

- System wide policies/Common language
  - 23 policies including:
    - Physician communication policy
    - Hypertension management policy
    - Pitocin management policy
    - Post partum Hemorrhage management policy
    - Maternal Early Warning Signs and escalation policy
TeamSTEPPS Principles at Atlantic Health System
Transforming Teams of Experts into an Expert Team

- Common Goals System wide
  - System wide Collaborative
- Multidisciplinary – participants from all sites
  - Nursing
  - Physicians (Full time and voluntary)
  - Midwives
  - Risk
  - Quality
  - CMO/CNO
  - Coding
  - Data Analyst
  - Epic support
TeamSTEPPS Principles at Atlantic Health System
Transforming Teams of Experts into an Expert Team

- System wide Collaborative
  - Workgroups with representation for each site
    - Hemorrhage: goal to decrease number of post partum hemorrhages
    - Hypertension: goal treatment with correct medication with in less than 30 and 60 minutes
    - NTSV: goal to decrease to below 23.9%
    - Situational Awareness: goal to engagement entire team during briefs and huddles
      - Stop the Line
Obstetrics and COVID-19 at Atlantic Health System Management Based on TeamSTEPPS Principles

- Team Structure/Mutual Support/Leadership
  - Service line driven – shared mental model-standardized approach system wide
  - Nursing and physician representation for each hospital site
- Care of the Covid 19+ and Covid 19 – negative patient on L&D
  - L&D ORs for C/S
  - Vaginal Birth - elimination of elective inductions
  - Postpartum care - rapid discharge
  - Visitors
  - Personal protective equipment
Obstetrics and COVID-19 at Atlantic Health System Management Based on TeamSTEPPS Principles

- Team Structure/Mutual Support/Leadership
  - Nursing and physician representation for each hospital site
  - Collaboration with ED and Medicine – same approach at all sites
    - Mild illness and no laboring issues - discharge from ED with discussion with L&D team
    - Mild illness and laboring issues L&D admission
    - Moderate or severe illness - admission to Covid respiratory floor or ICU
      - L&D would go to the patient
      - Nursing and providers
Obstetrics and COVID-19 at Atlantic Health System Management Based on TeamSTEPPS Principles

- Team Structure/Mutual Support/Leadership system wide
  - Subgroups – Collaboration – Shared Goals
    - Algorithms
    - Transport
    - Security
    - Environmental services
Obstetrics and COVID-19 at Atlantic Health System Management Based on TeamSTEPPS Principles

• Team Structure/Mutual Support/Leadership system wide
  o Subgroup created
  o Standardized Prenatal Care – Hospital and system owned practices
    • Immediate change to incorporating virtual care
    • Standardized visit frequency
    • Fewer in person visits
    • Standardized communication to patients and visitors
      o Emails
      o Website
Obstetrics and COVID-19 at Atlantic Health System Management Based on TeamSTEPPS Principles

- Communication
  - Daily call/Skype – operational with Nurse manager, hospitalist and residents
  - Daily call/Skype – providers, hospitals and office staff
    - 15 minutes update
    - 15 minutes Q&A
  - ID experts, NICU experts brought to the call to answer questions
  - Minutes sent via email to everyone system wide each evening
  - Book kept to reference changes
Obstetrics and COVID-19 at Atlantic Health System Management Based on TeamSTEPPS Principles

- Communication
  - Sharing of information
    - Canvassing of social media
    - Canvassing of information from England, Spain, Italy, NYC
      - Published on internet
      - Friends/colleagues
Obstetrics and COVID-19 at Atlantic Health System Management Based on TeamSTEPPS Principles

- Situational Awareness - System wide/Site
  - Twice daily Briefs
  - Skype/Microsoft Teams
    - Number established and sent to everyone
    - Providers who had a patient in hospital on L&D notified to join
Obstetrics and COVID-19 at Atlantic Health System
Management Based on TeamSTEPPS Principles

- Situational Monitoring - System wide
  - Huddle for all Covid + or PUI patients on admission and at any decision making
    - Infectious prevention
    - MFM
    - Peds
    - Providers
    - Nursing
Obstetrics and COVID-19 at Atlantic Health System Management Based on TeamSTEPPS Principles

• Key points
  o Flexible
  o Adaptable
  o One common approach/language
  o Transparency
  o Teamwork
  o Communication
  o Leadership
  o Playbook
Obstetrics and COVID-19 at Atlantic Health System

• Challenges
  o Fear
  o CDC recommendation constantly changing
  o No standard
  o No history of disease
  o PPE required not known
  o Resources different at each hospital
  o Not known what would happen to mothers and babies
Obstetrics at Atlantic Health System

• Next Steps
  o Sustainability
  o More engagement of voluntaries
  o Virtual simulations
  o Telehealth
Questions? Stay in Touch!

www.aha.org/teamtraining

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