AHA Team Training

Creating a Value Proposition for TeamSTEPPS

How Your Frontline and Your Bottom Line Can Both Win

March 14, 2023

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Rules of Engagement

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Today's Objectives

Learn how to utilize data to draw the value case for team training with leadership

Recognize how TeamSTEPPS tools and concepts drive a culture of retention and resilience

Discover innovative curriculum changes to timeless TeamSTEPPS tools and concepts

A Classic Pitch…

1. Setting the Scene

2. The Problem or Challenge

3. The ("customer" -centric) value proposition

4. How It Works

5. Critical Assumptions

6. Proposed Next Steps

7. The Ask

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A Leaner Version…

1. State the ***problem***
2. Share the ***big idea*** (TeamSTEPPS)
3. Describe the ***impact*** the big idea will make
4. Outline next steps and state your ask clearly

Head

Heart

Eyes

OUR PRESSURE POINTS…

- Patient Safety
- Workforce Resilience and Retention
- Patient Experience

We want the same things!
There are real life, real time solutions!

PATIENT SAFETY

The Problem

In 2021, the **serious safety events** reported to the Joint Commission reached the highest annual level seen since reporting began in 2007[1]

1. Patient falls
   - Fall rate increased by 253% from 2019-2020[2]
2. Delay in treatment
3. Unintended retention of a foreign object

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The Problem

Pandemic associated patient safety declines erased years of promising continuous gains[3]

New England Journal of Medicine
2022

The Problem

About 1 in 10 dollars spent on health care is diverted to treating the effects of medical error

Patient harm reduces global economic output by trillions of dollars every year[4]

- Patient safety errors can directly affect reimbursement under value-based payment programs
- Patient safety errors can cause hospitals to lose money under capitated payment models
- Noncompliance with accrediting agencies often bring monetary penalties and fines
- Lawsuits by patients, their families, and even providers and staff can result in legal costs
- Patient leakage or reputational harm directly affects volume and revenue[5]

The Problem

The Problem

Workforce Resilience and Retention

The Problem

The challenge before us…

Retention

Recruitment

Staff engagement

47% of health care workers are planning to leave their jobs by 2025[6]

31% of hospitals reported a critical staffing shortage to the federal government as of January 19, 2022[7]

The Problem

Nurse and Provider Burnout

- Forty-four percent of nurses planning to quit their jobs blame burnout and a high-stress environment[8]
- The number one challenge Nurse leaders are facing is the emotional health of their staff[9]
- 47% of physicians reported being burned out in 2022 – the numbers were even higher for Emergency and Critical Care[10]

What your workforce challenges are costing you…

The turnover rate among nurses is up to 57% and up to 20% among nurse leaders[23]

The average cost of turnover for a staff RN is $46,100 = losses of **$5.2m-$9.0m**[24]

Each percent change in RN turnover will cost or save the average hospital **$262,300 per year**[11]

What your workforce challenges are costing you…

- Burnout related turnover costs have been estimated at **$9 billion** dollars for **nurses** and up to **$6.3 billion** for **physicians**[12]
- Contract labor expenses alone are nearly **500% higher** than pre-pandemic levels[13]
- For every **20 travel RNs** eliminated, a hospital can save **$4,203,000** on average[14]

Retention and resilience… too close for comfort

The Problem

PATIENT EXPERIENCE

The Problem

Patient Experience

- Workforce shortages impact patient experience
  - Unattended call lights
  - Unattended pain management
  - Longer wait times, shorter visits[25]

- Medical error impacts patient experience
  - Added hospital days[26]
  - Pain and suffering
  - Family impact

PATIENT EXPERIENCE

- Organizations that deliver superior customer service tend to see **net margins 50 percent higher** than those that deliver average customer service

- According to researchers, a hospital system with $2 billion in revenue would need to cut 460 jobs (for individuals with an average salary of $100,000) in order to gain the same 2.3 percent margin benefit that superior customer experience provides for revenue growth[15]

TeamSTEPPS Can Move the Needle

The Big Idea

Team Training is about Culture

- Culture…effects **QUALITY**
- Culture…effects **RESILIENCE & RETENTION**
- Culture…effects Patient **EXPERIENCE**

Culture drives **BUSINESS SUCCESS**

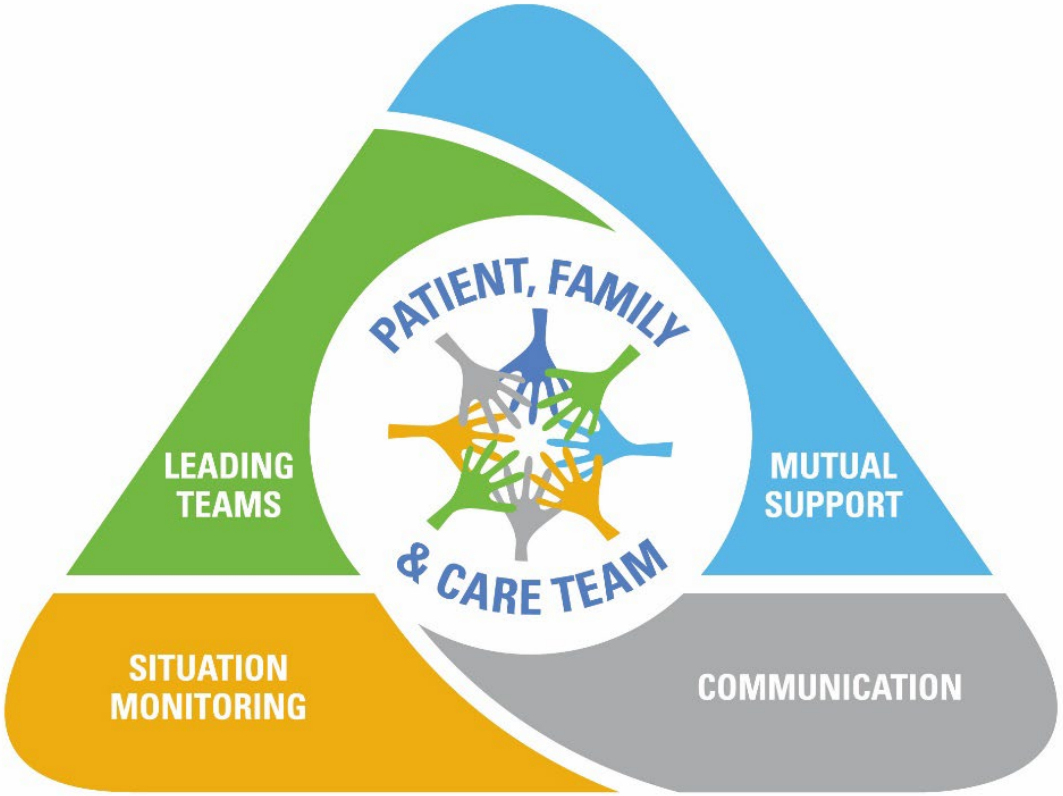
The Big Idea

Cultural transformation…

is what AHA Team Training does BEST!

The Big Idea

Team **S**trategies and **T**ools to **E**nhance **P**erformance and **P**atient **S**afety



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An evidence-based teamwork system designed to improve:

- **Quality**
- **Safety**
- **Efficiency of health care**

Leverages more than 30 years of research on teams and team performance in high risk, high stakes environments

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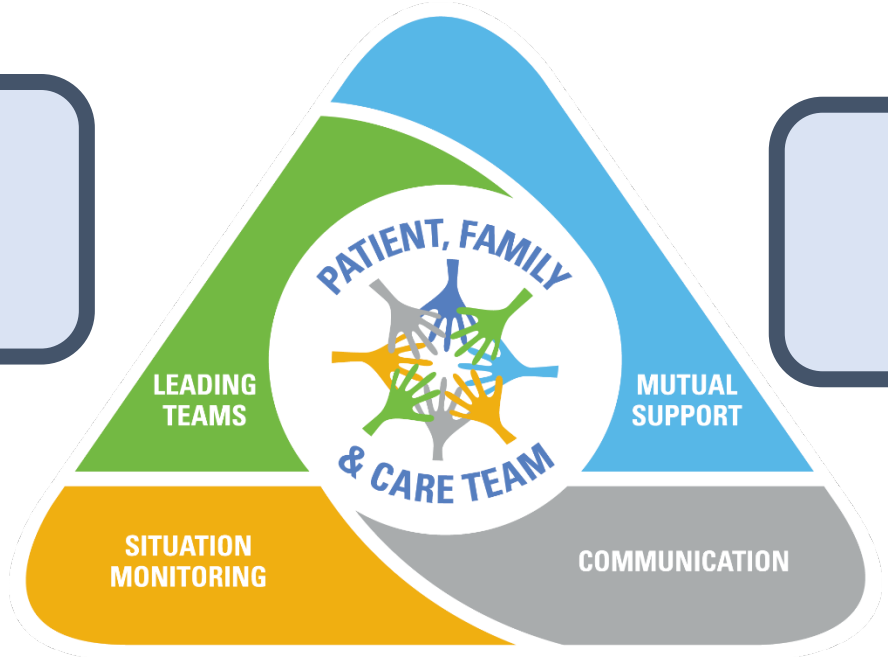
The Big Idea

TeamSTEPPS in the year 2023

Quality

Safety

Performance



Workforce

Retention

Resilience

Patient Experience

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The Big Idea

TeamSTEPPS Can Move the Needle on…

SAFETY

The role of teamwork in patient safety during COVID-19

- There is a …“consistent and statistically significant” beneficial connection between staff engagement and both patient safety culture and the rate of errors and adverse events[16]
- Programs which increase staff engagement could offer an **“impactful** and **cost-effective** means of enhancing a range of patient safety outcome”[17]

Journal of Patient Safety, 2021

The role of teamwork in patient safety during COVID-19[18]

Critical Care Teamwork in the Future: The Role of TeamSTEPPS® in the COVID-19 Pandemic and Implications for the Future

Culture change in a MICU…

- Increase in trust and empathy among team members
- Improved safety practices as a result of improved communication
- Feeling empowered as individuals in their own roles as well as stronger cohesion within the team

Evidence of the retention of teamwork strategies despite multiple barriers

The Impact

Harvard Business Review, April 2022

The Impact

Safety is dependent on the organization's ***culture*** – the sum of the behaviors of leaders and staff.

"Teamwork, education, and training through ***structured initiatives*** are the most effective mechanism to improve patient safety."

"…promoting a work environment where all individuals work together will have the most significant effect on improving patient and staff safety."

TeamSTEPPS Can Move the Needle on…

Workforce Resilience & Retention

The Impact

The National Plan for Health Workforce Well-Being states that its number one priority is to create and sustain positive work environments and culture[19]

National Academy of Medicine in October 2022

“Ensuring a supportive and engaging workplace culture may well be our most important leadership responsibility and our most valuable recruitment and retention asset.”

Ronald C. Werft, President and CEO, Cottage Health
Chair of the AHA Board Task Force on Workforce

How TeamSTEPPS Drives Culture

- Creates synergy and camaraderie with my team
- Increases mutual support increasing feelings of efficiency and safety
- Creates an environment where staff feel heard and supported in practical ways
- Improves psychological safety with leaders that have their back

The Impact

TeamSTEPPS Gets It Done

An evaluation of a **TeamSTEPPS implementation** in an intensive care unit found that teamwork improved from the time of the initial assessment to 3 months later and **nurses planning to stay increased from 58% to 89%** over 2 years time[20]

The Power of TeamSTEPPS

Workplace strategies that focus on improving teamwork, such as TeamSTEPPS, are impactful for reducing burnout among healthcare workers[21]

DOD Patient Safety Culture Survey, February 2023

The Power of TeamSTEPPS

Proactive team training may provide substantial benefit to team performance and team member well-being during stressful times[22]

Teamwork Before and During COVID-19: The Good, the Same, and the Ugly

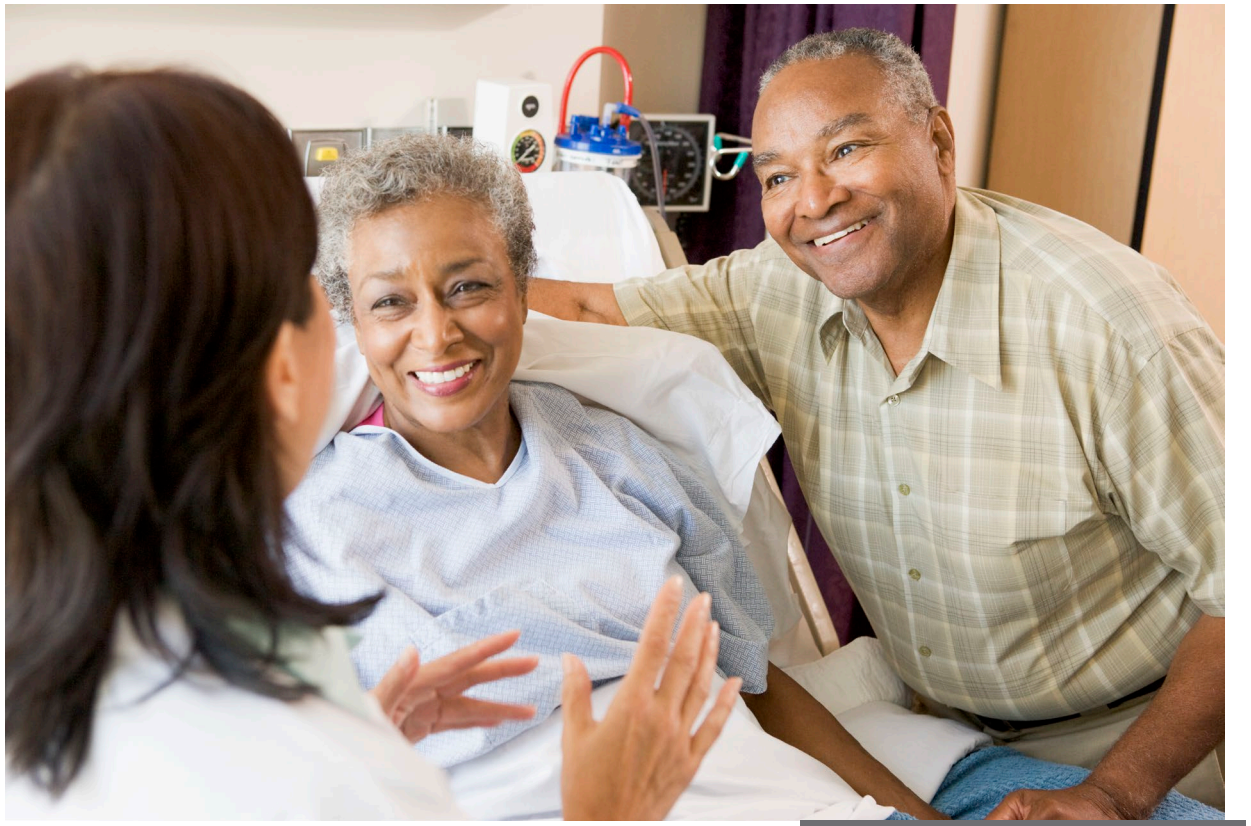
Journal of Patient Safety 01/23

TeamSTEPPS Can Move the Needle on…

The Patient Experience

SAFETY + TEAMWORK CULTURE =

POSITIVE PATIENT EXPERIENCE



The Impact

NOW WHAT?

Create your elevator speech – head and heart

1. State the problem

Head – use the data!

Heart – tell a *story*

Your patient

or

Your people

Create your elevator speech – head and heart

2. Share your big idea (TeamSTEPPS)

What is it?

How does it work?

Create your elevator speech – head and heart

3. Describe the impact TeamSTEPPS will make

Head – use the data!

Heart – what's the personal impact it will make?

Create your elevator speech – head and heart

4. Outline next steps and state your ask clearly

Head – proposed next steps

Heart – invite their perspective

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The Big Idea: TeamSTEPPS Master Training Course

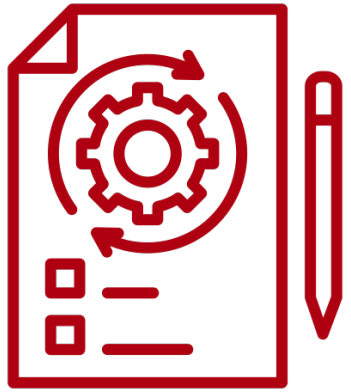
Updated Curriculum

We still focus on the TeamSTEPPS fundamentals, but we've added human-centered design thinking exercises to help participants lead strategic conversations, brainstorm innovative ideas, and design impactful change.

Curriculum Update Objectives

Reduce lecture and increase videos and experiential learning

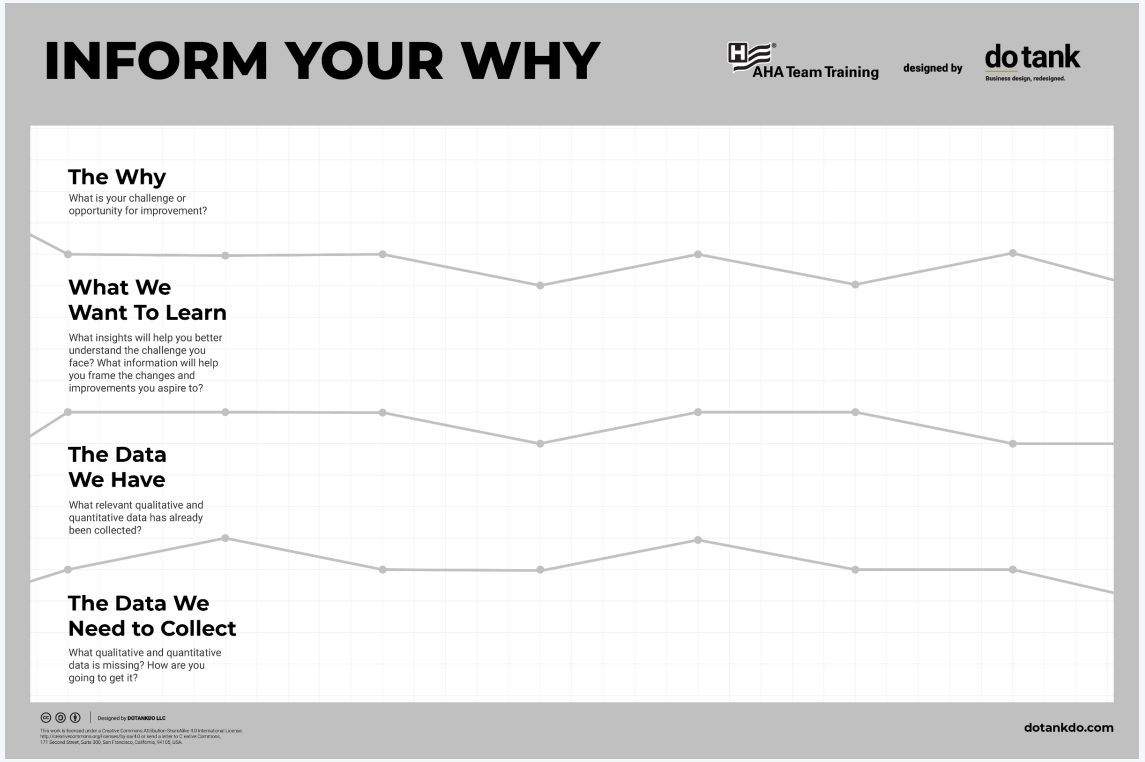
Utilize human-centered design thinking exercises to increase team collaboration



Embed implementation planning throughout Day 2 and focus on strategic and tactical plans

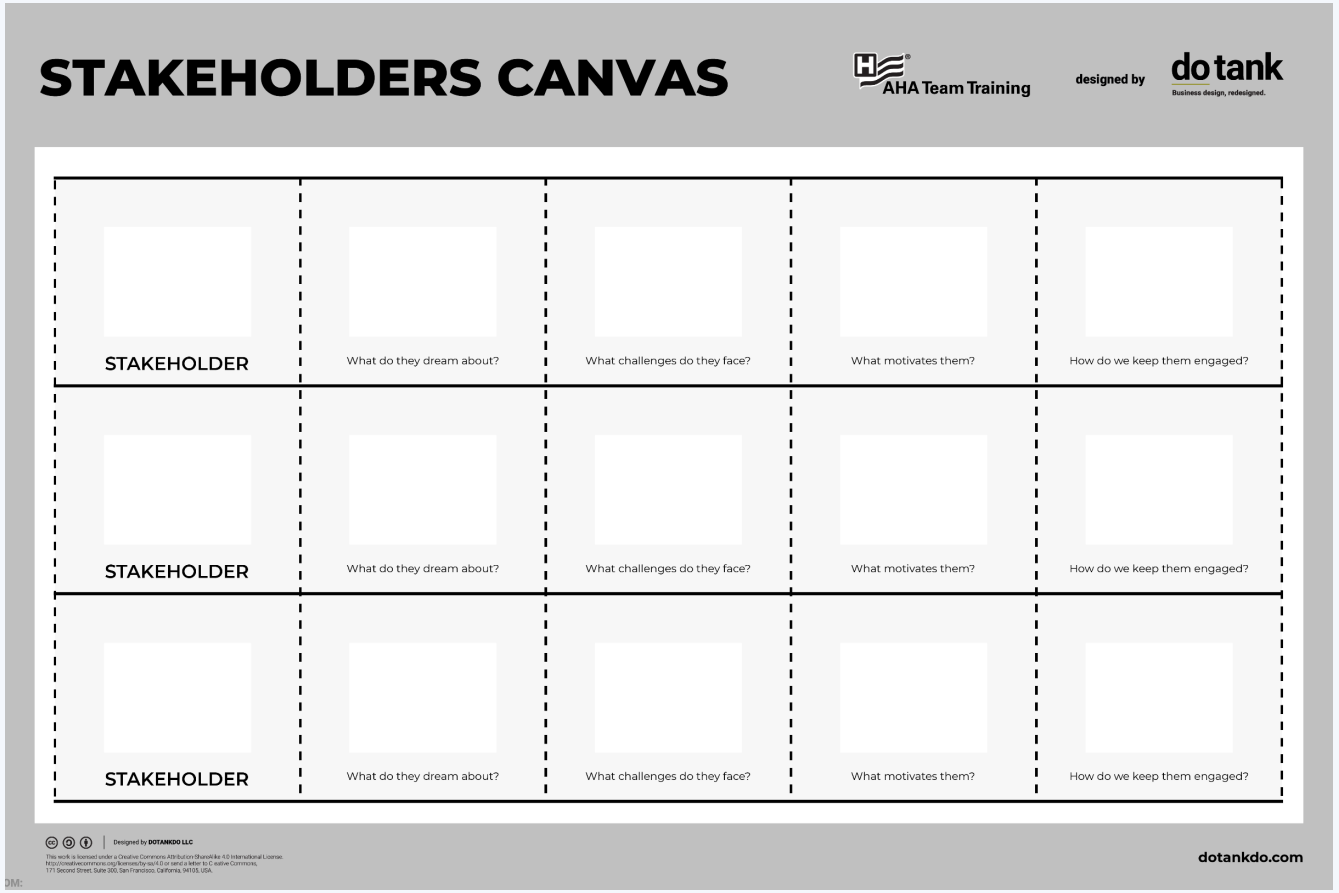
Measurement

- Focus on the “why” (e.g., challenge or opportunity for improvement)
- Quantitative and qualitative data
- More emphasis on identify existing data and less on acquiring new data
- Draft an aim statement



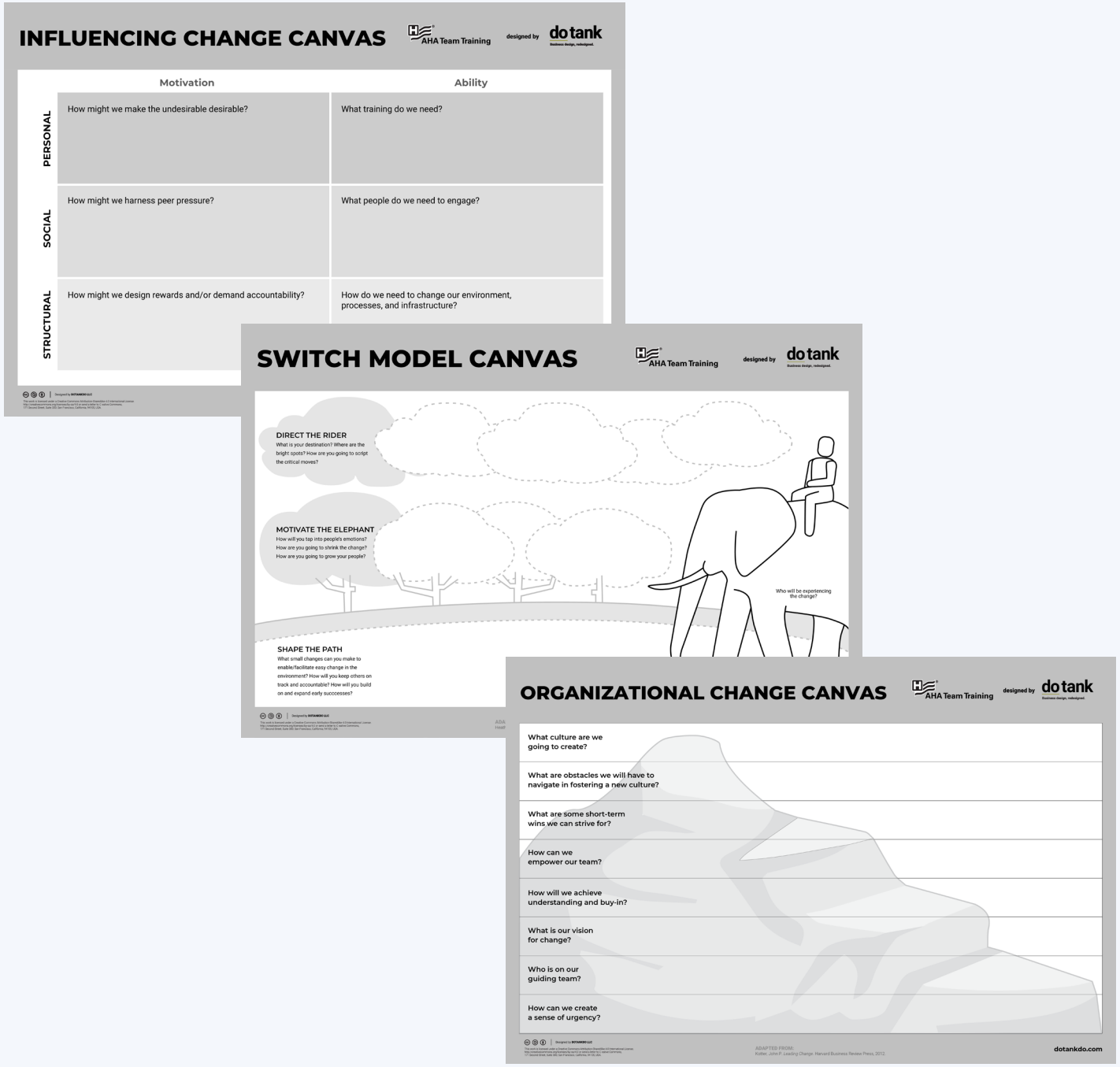
Building Your Change Team

- Outline various training models and roles of change team members
- Identify stakeholders that will be on the change team to explore their role and needs further



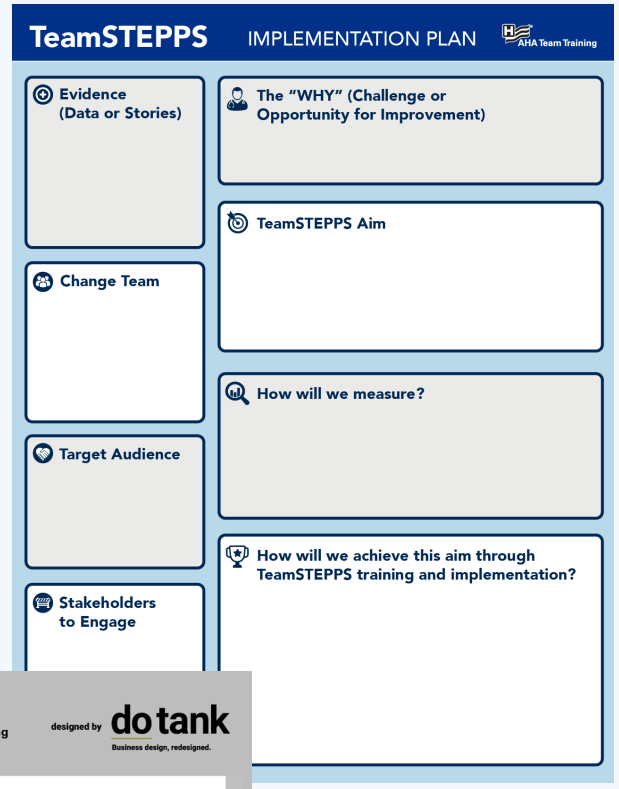
Change Management

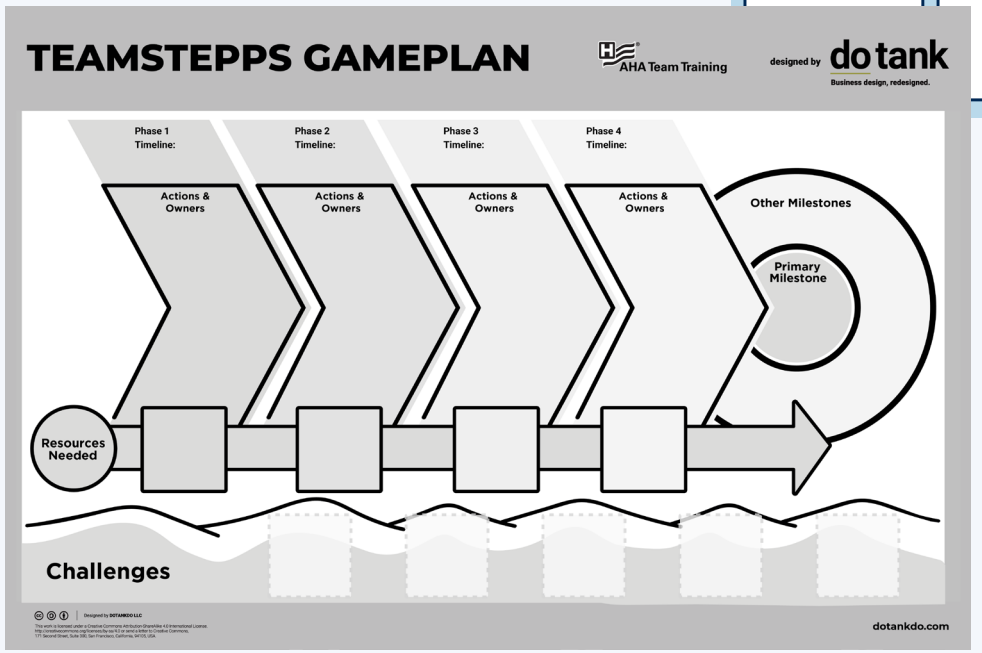
- Outline commonalities between many of the change management models
- Apply the change management model to the “why” and aim statement



Implementation

- 1-page strategy plan – refined throughout the day
- TeamSTEPPS game plan – focus on tactics and immediate next steps
- Marketplace for peer-to-peer sharing





Training Opportunities

Public Courses & Custom Advisory Services

Public Courses – registration open

Custom TeamSTEPPS Advisory Services at Your Organization

TeamSTEPPS Master Training Course

Using a train-the-trainer model, we give you the foundational tools and concepts, and train your staff through this two-day training program. You will gain a team of Master Trainers ready to teach others in your organization.

Comprehensive TeamSTEPPS Programs

We help you along the way. After delivery of the two-day Master Training course, we continue to work with your team for 3-6 months, building the internal capacity to hardwire TeamSTEPPS throughout your organization.

Learn more at about custom trainings at your organization

Key Takeaways

An investment in the frontline has never been more important to patient safety and team resilience

Recent data supports team training as an important solution to workforce retention

The combination of TeamSTEPPS tools and human-centered design exercises lead to a fresh approach and sustainable change

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Questions? Stay in Touch!

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