



AHA Team Training

Creating a Value Proposition for TeamSTEPPS

How Your Frontline and Your Bottom Line Can Both Win

March 14, 2023

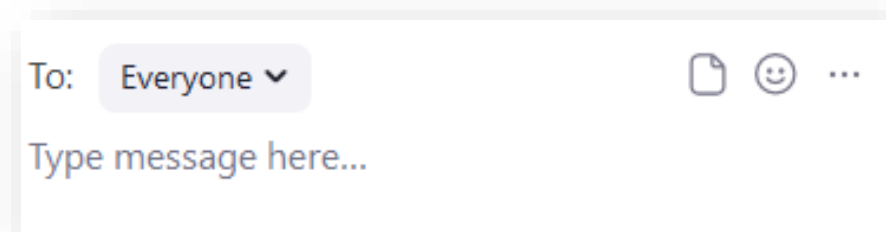


AHA CENTER FOR HEALTH

INNOVATION

Rules of Engagement

- **Audio for the webinar can be accessed in two ways:**
 - Through your computer
 - Or through the phone (*Please mute your computer speakers)
- **Q&A session will be held at the end of the presentation**
 - Written questions are encouraged throughout the presentation
 - To submit a question, type it into the Chat Area and send it at any time
- **Other notable Zoom features:**
 - This session is being recorded, the chat will not be included in the recording
 - Utilize the chat throughout the webinar. To chat everyone, make sure your chat reflects the picture below:



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

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!

Becker's Top 5 Safety Issues 2023²⁷

- Rebuilding or strengthening a culture of safety
- Well-being and resilience → Staffing shortages
- Capacity issues (in particular, ED boarding)
- Ingraining health equity into core safety work
- Healthcare associated infections amid ongoing challenges with staffing and capacity





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 2007¹

1. Patient falls
 - Fall rate increased by 253% from 2019-2020²
2. Delay in treatment
3. Unintended retention of a foreign object



Pandemic associated patient safety declines erased years of promising continuous gains³

New England Journal of Medicine
2022

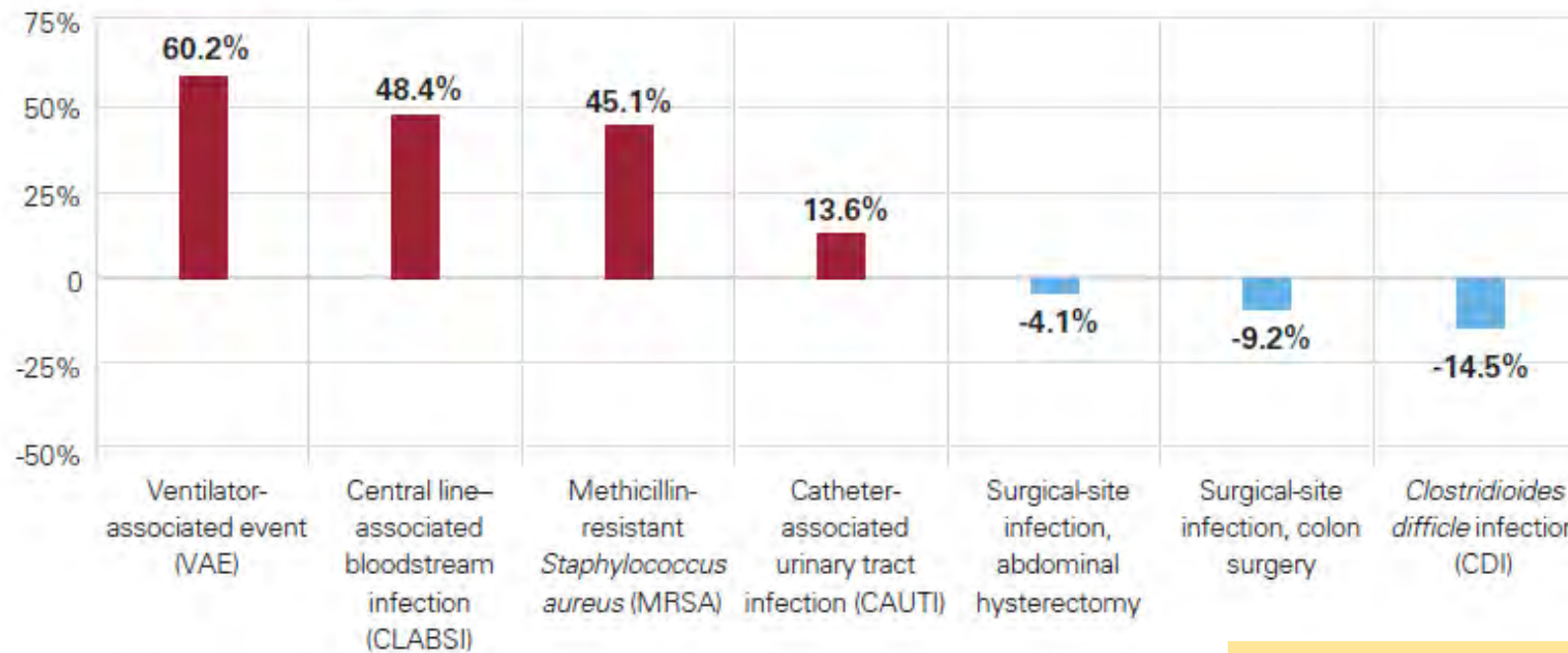
The Problem

TeamSTEPPS and Quality

Data from the National Healthcare Safety Network show significantly higher incidence in hospital acquired infections in 2021 compared to 2019²⁸

Some health care-associated infections increased during the pandemic

SIR % change: 2019 Q3 to 2021 Q3



The standardized infection ratio (SIR) is a summary statistic that can be used to track health care-associated infections over time. Lower SIRs indicate a reduction in infections.

TeamSTEPPS and Quality

“In a year where staff was stressed to significant limits ...the lack of more consistent support at the bedside was clear in the data alone.”²⁹

The Patient Experience Journal, 2021



TeamSTEPPS and Quality

Insurance claims for **preventable** medical errors in a 12-month period (2019)³⁰

- 62,000 errors
- Excess claim costs more than \$617 million in a 12-month period

Meta-analysis, 70 studies, 337,025 patients (2000-2019)

- One in 20 patients exposed to preventable harm in medical care resulting in:
 - Excess hospital days: 2.4 million
 - Excess charges: \$9.3 billion³¹

TeamSTEPPS and Quality

6 types of preventable patient harms

- Resulted in 934 additional bed days per 100,000 population. The cost is *equivalent to over 3500 salaried hospital nurses each year* (2019)³¹

10-15% of healthcare expenditure is consumed by the direct sequelae of healthcare-related patient harm³¹.



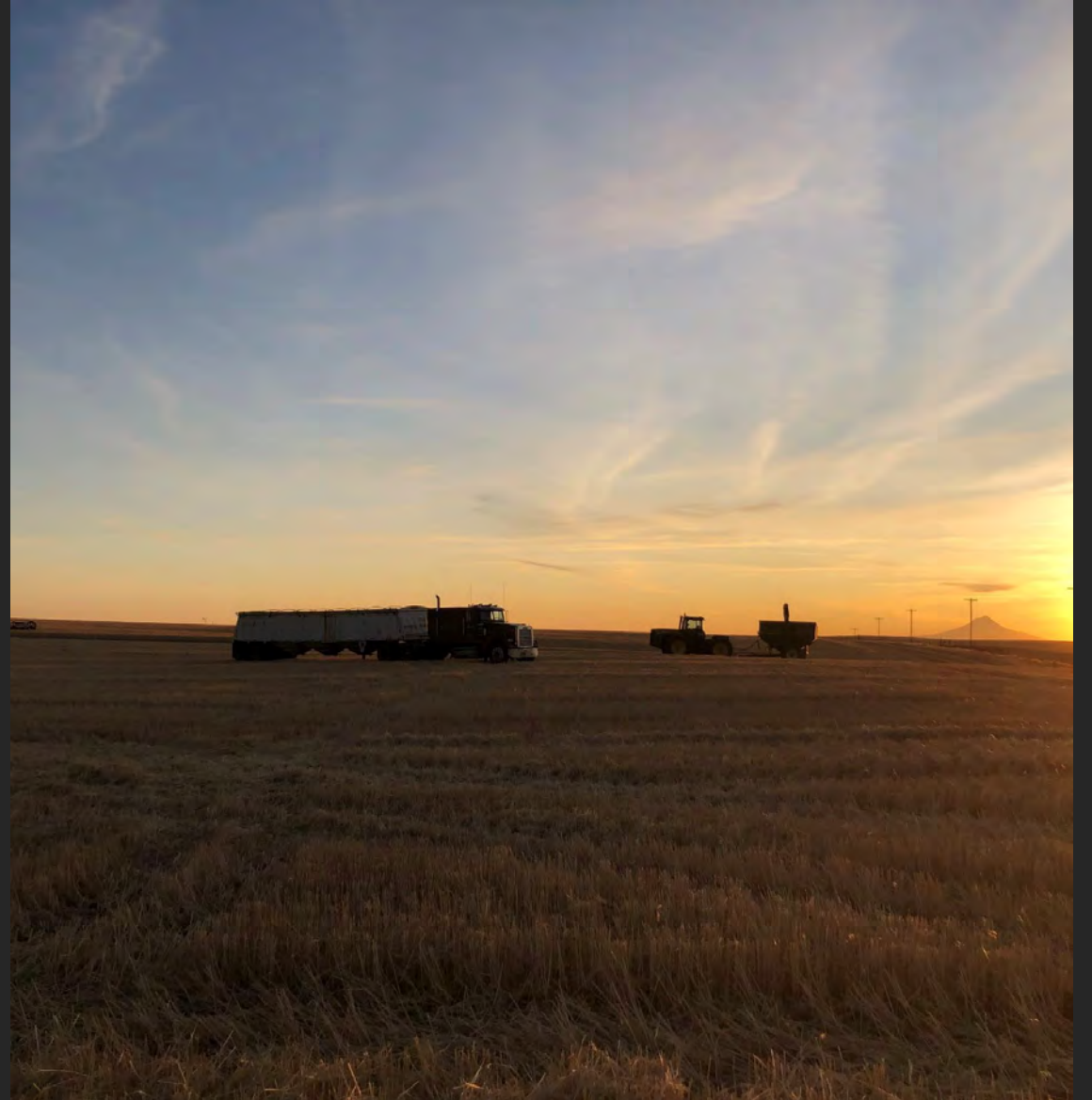


About 1 in 10 dollars spent on health care is diverted to treating the effects of medical error

Patient harm reduces global economic output by trillions of dollars every year⁴

- “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 revenue⁵

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 2025⁶

Nearly 1,400 hospitals or 31% of hospitals reported a critical staffing shortage to the federal government as of January 19, 2022⁷

The Problem

TeamSTEPPS and Workforce

Hospital and health system expenses were expected to increase by nearly \$135 billion in 2022 over 2021 levels³²

Employed labor expenses are projected to rise by \$57 billion more than last year and contract labor by \$29 billion.³³

Nurse and Provider Burnout

- Forty-four percent of nurses planning to quit their jobs blame burnout and a high-stress environment⁸
- The number one challenge Nurse leaders are facing is the emotional health of their staff⁹



TeamSTEPPS and Workforce



Burnout is a top cited reason why Providers are leaving the bedside

- 47% of physicians reported being burned out in 2022; these numbers rose even higher for Emergency and Critical Care¹⁰
- The cost of physician burnout can cost an organization anywhere from \$500,000 to more than \$1 million per doctor in lost revenue.
 - Recruitment
 - Sign-on bonuses
 - Lost billing
 - Onboarding costs³⁴
- Burnout related turnover costs have been estimate at **\$2.6-6.3 billion** for physicians³⁴

What your workforce challenges are costing you...

The turnover rate among nurses is up to 57% and up to 20% among nurse leaders²³

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



The Problem



What your workforce challenges are costing you...

- Burnout related turnover costs have been estimated at **\$9 billion** dollars for **nurses**³⁵
- Contract labor expenses alone are nearly **500% higher** than pre-pandemic levels¹³
- For every **20 travel RNs** eliminated, a hospital can save **\$4,203,000** on average¹⁴



**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 visits²⁵
- Medical error impacts patient experience
 - Added hospital days²⁶
 - Pain and suffering
 - Family impact



The Problem

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 growth¹⁵





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**



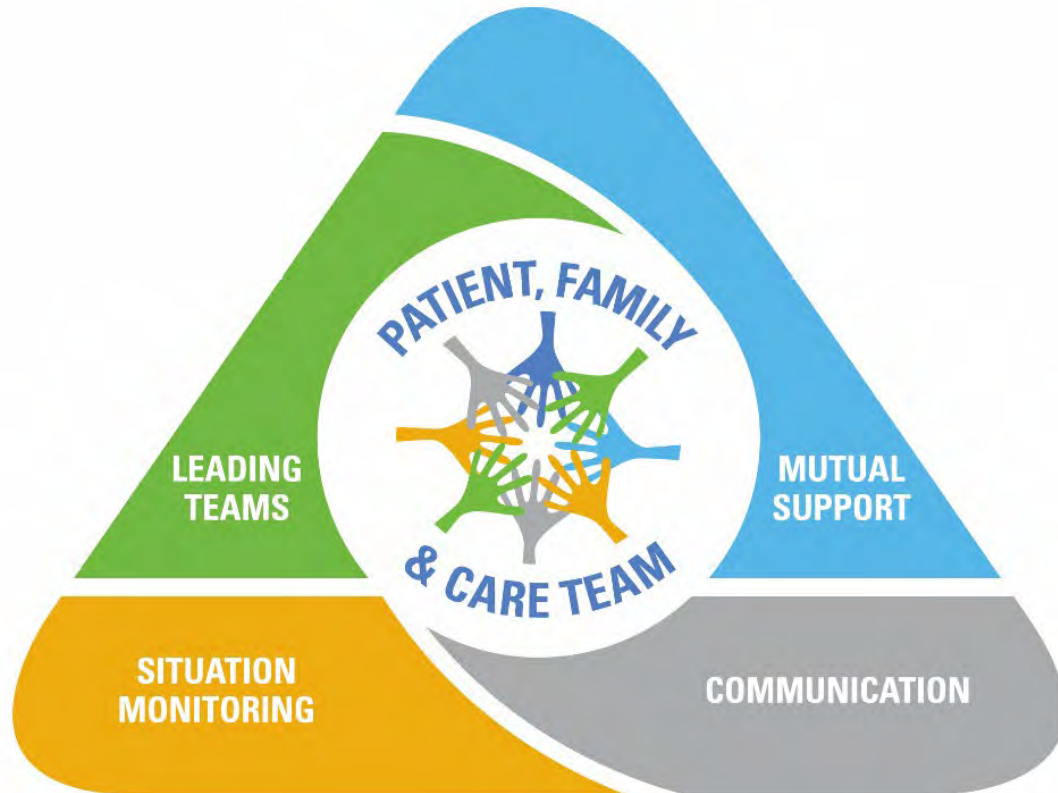
The Big Idea



Cultural transformation...
is what AHA Team Training does BEST!

The Big Idea

Team Strategies and Tools to Enhance Performance and Patient Safety



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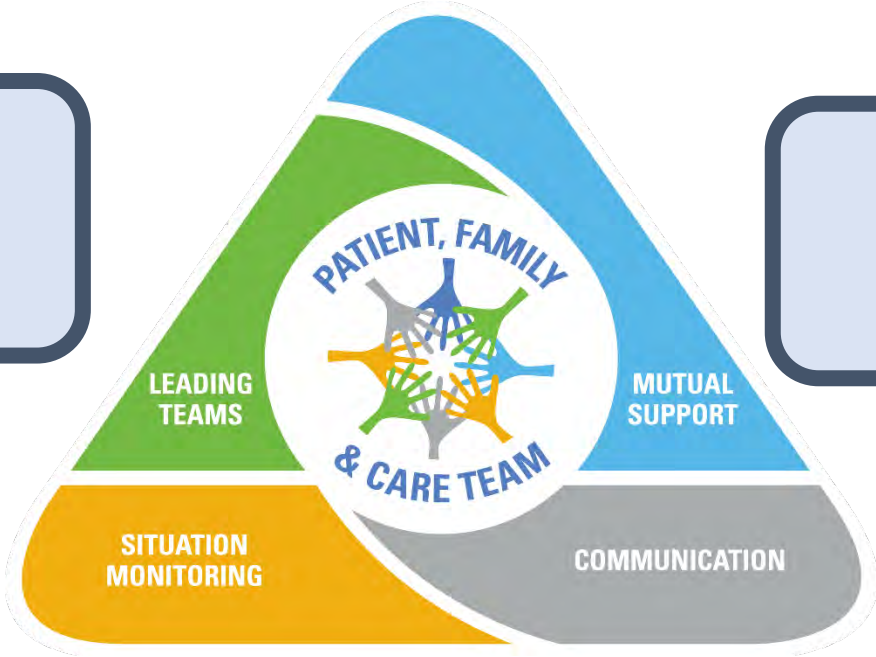
An evidence-based teamwork system designed to improve:

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

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

TeamSTEPPS in the year 2023

Quality
Safety
Performance



*Workforce
Retention
Resilience*

Patient
Experience



**TeamSTEPPS
Can Move the
Needle on...**

SAFETY

The Impact

The Impact of Team Training on Patient Safety and Quality



“Overall, teamwork and communication training interventions improve the safety culture in ED settings and appeared to positively affect patient outcomes.”³⁶

Journal of Patient Safety 2022

“TeamSTEPPS® was an effective communication collaboration program to improve teamwork and communication perceptions in the ED”³⁷

Journal of Emergency Nursing 2021

The Impact of Team Training on Patient Safety and Quality

A study published in the American Journal of Medical Quality found that **TeamSTEPPS** was associated with **improved operating room efficiency and diminished patient safety issues** in the operating room³⁸

- The mean case time was 12.7 minutes less with TeamSTEPPS
- The on-time first-start rate improved by 21% with TeamSTEPPS
- Patient safety issues declined from an initial rate of 16% to 6% at midyear and remained stable





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 events¹⁶
- 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-19¹⁸

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 / NCBI November 2022

The Impact

Safety is dependent on the organization's ***culture*** – the sum of the behaviors of leaders and staff.³⁹



“Teamwork, education, and training through ***structured initiatives*** are the most effective mechanism to improve patient safety.”⁴⁰



“...promoting a work environment where all individuals work together will have the most significant effect on improving patient and staff safety.”⁴⁰



**TeamSTEPPS
Can Move the
Needle on...**

**Workforce
Resilience &
Retention**

The Impact

TeamSTEPPS and Workforce



What we want most...

Company culture is more important than salary for job satisfaction.⁴¹

Glassdoor 2019 Mission and Culture Survey

Competitive pay may be essential to *recruit* caregivers, but *organizational culture* is what makes them stay.⁴²

Harvard Business Review March 2023



The National Plan for Health Workforce Well-Being states that its number one priority is to create and sustain positive work environments and culture¹⁹

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*



TeamSTEPPS drives culture, and culture drives *retention*

- 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 time²⁰

According to a study by the National Academy of Medicine, **high-functioning teams** have tremendous potential to promote clinician well-being, which is foundational to effective and efficient health care.⁴³

The Impact



Teamwork gets it done

- To combat physician burnout, we must facilitate and incentivize interprofessional teamwork, collaboration, communication, and professionalism.⁴⁴

Taking Action Against Clinician Burnout, NASEM

- Nurse leaders can best support nurses by building a culture that focuses on engagement and the support and building of better teamwork.⁴⁵

Association Of Nurse Leaders's 2023 Workforce Compendium

The Power of TeamSTEPPS

Efficient teamwork and feeling valued were associated with lower burnout.⁴⁶

JAMA, November 2022

Workplace strategies that focus on improving teamwork, such as TeamSTEPPS, are impactful for reducing burnout among healthcare workers²¹

DOD Patient Safety Culture Survey, February 2023



The Impact

The power of TeamSTEPPS

- A proactive focus on team behaviors and skills will not only help team performance over time but may also support a team's well-being and ability to recover from stress.
- Team training is a well-documented strategy to not only improve teamwork climate in healthcare teams but also improve team performance and patient outcomes.
- Proactive team training may provide substantial benefit to team performance and team member well-being during stressful times.

**Teamwork Before and During COVID-19:
The Good, the Same, and the Ugly**
Journal of Patient Safety 01/23



Human: Solving the Global Workforce Crisis in Healthcare

Dr. Mark Britnell

Top 5 Drivers of Doctor and Nurse Dissatisfaction

Less than 30% of staff have meaningful appraisals	TeamSTEPPS Tools: FEEDBACK – formal and informal, Mutual Support
The absence of work-life balance and no time to engage with patients	TeamSTEPPS Tools: Briefs, huddles, and debriefs to increase efficiency of care
Pay needs to be competitive	TeamSTEPPS Concepts: Support a culture of value and mutual respect
Retention is key	TeamSTEPPS Concepts: Connection with the WHY behind our work Culture drives retention: focus on team synergy
Leadership, culture and agility are crucial	The 4 Pillars of TeamSTEPPS Tools and Concepts: <ul style="list-style-type: none"> • Leadership • Communication • Mutual Support • Situation Monitoring



**TeamSTEPPS
Can Move the
Needle on...**

**The Patient
Experience**

The Impact

SAFETY + TEAMWORK CULTURE = POSITIVE PATIENT EXPERIENCE



The Impact

A group of five healthcare professionals, including doctors and nurses, are seated around a conference table in a bright, modern office. They are engaged in a discussion. The central figure, a man in a light blue shirt and tie, is gesturing with his hands as he speaks. To his right, another man in a white lab coat is listening attentively. In the foreground, the back of a woman's head and shoulders is visible, looking towards the speaker. The background shows large windows with a view of trees. The overall atmosphere is professional and collaborative.

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





The Big Idea: TeamSTEPPS Master Training Course

Updated Curriculum

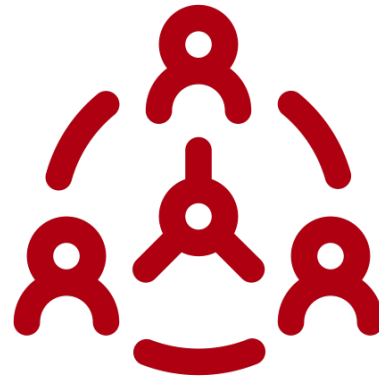
We still focus on the TeamSTEPPS fundamentals, but we've added human-centered design thinking exercises to help participants lead strategic conversations, brainstorm innovative ideas, and design impactful change.



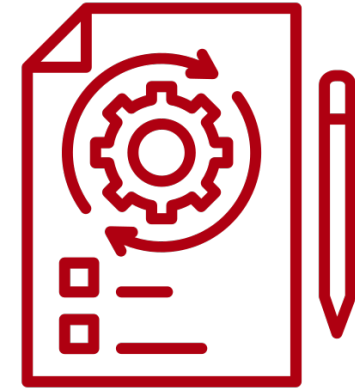
Curriculum Update Objectives



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

INFORM YOUR WHY

AHA Team Training | designed by dotank

The Why
What is your challenge or opportunity for improvement?

What We Want To Learn
What insights will help you better understand the challenge you face? What information will help you frame the changes and improvements you aspire to?

The Data We Have
What relevant qualitative and quantitative data has already been collected?

The Data We Need to Collect
What qualitative and quantitative data is missing? How are you going to get it?

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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

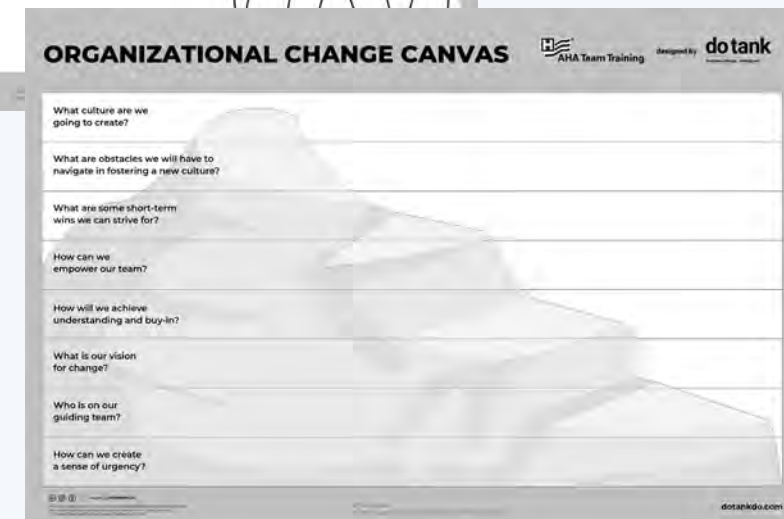
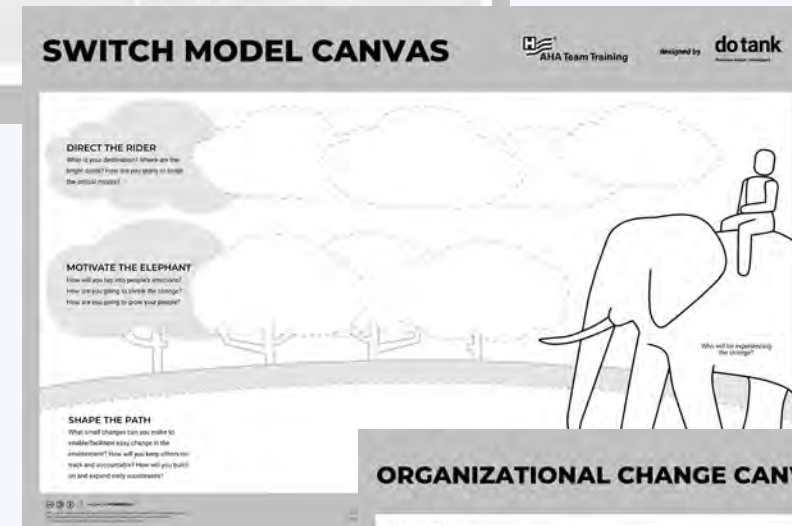
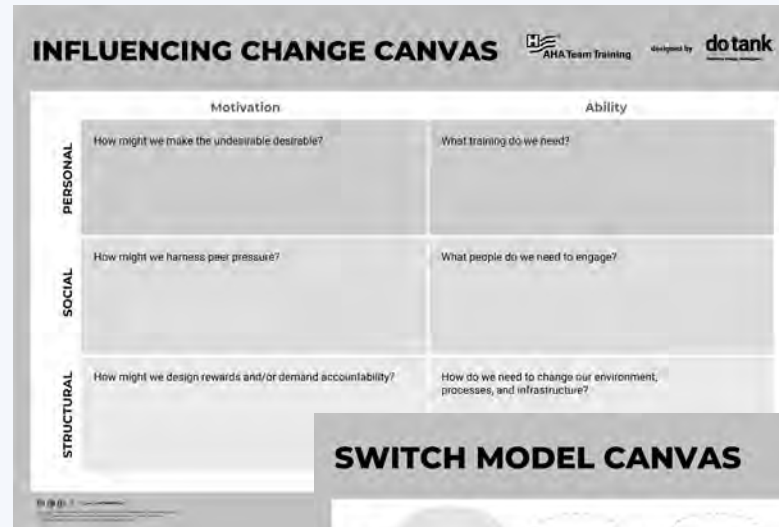
STAKEHOLDERS CANVAS AHA Team Training designed by do tank

STAKEHOLDER	What do they dream about?	What challenges do they face?	What motivates them?	How do we keep them engaged?
STAKEHOLDER	What do they dream about?	What challenges do they face?	What motivates them?	How do we keep them engaged?
STAKEHOLDER	What do they dream about?	What challenges do they face?	What motivates them?	How do we keep them engaged?

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Change Management

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

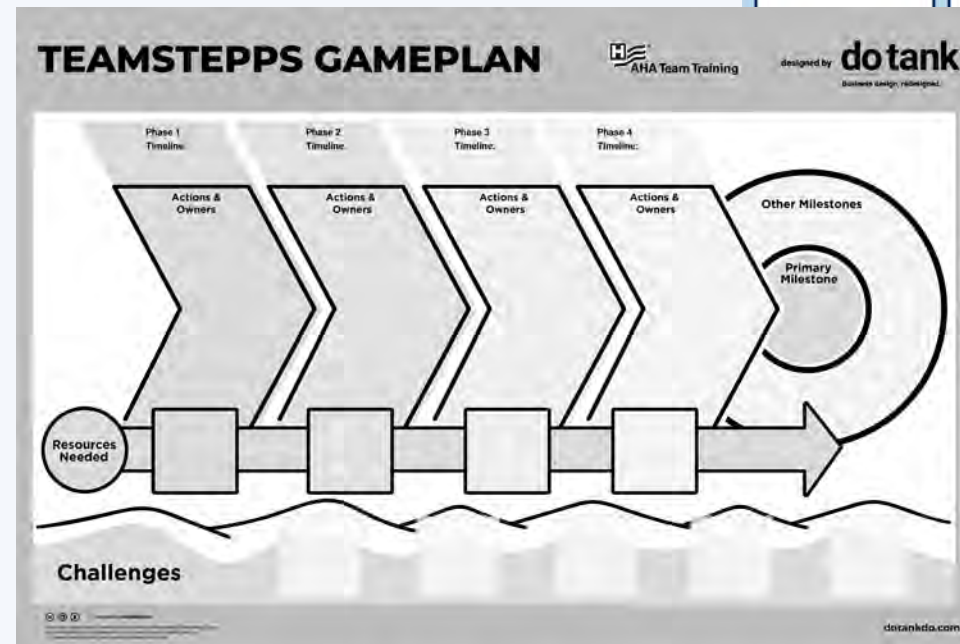


Implementation

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

TeamSTEPPS IMPLEMENTATION PLAN AHA Team Training

Evidence (Data or Stories)	The "WHY" (Challenge or Opportunity for Improvement)
Change Team	TeamSTEPPS Aim
Target Audience	How will we measure?
Stakeholders to Engage	How will we achieve this aim through TeamSTEPPS training and implementation?



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**



Questions? Stay in Touch!

www.aha.org/teamtraining

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



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