



## AHA Team Training

# Back to Basics to Sustain the Gains with TeamSTEPPS

May 22, 2023



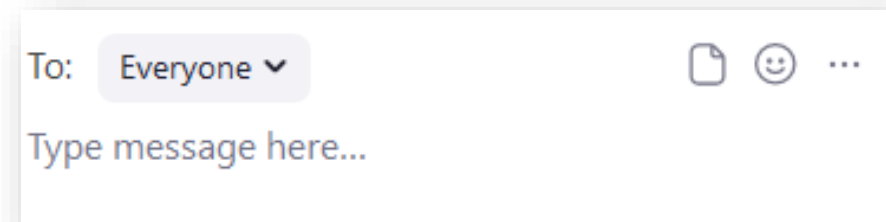
AHA CENTER FOR HEALTH

# 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:



# Continuing Education Credit

---

To receive 1.0 CE credit hour for this webinar, you must:

- **Create a Duke OneLink account.** You only need to create an account once – you may use it for all future webinars. Instructions will be chatted in and/or you may find them in your registration confirmation email.
  - Step 1: Register for a OneLink account
  - Step 2: Activate your account and *confirm your mobile number*
- **Text to **HABMUT** (919) 213-8033 after 1:00 pm ET today – 24-hour window**

In support of improving patient care, the Duke University Health System Department of Clinical Education and Professional Development is accredited by the American Nurses Credentialing Center (ANCC), the Accreditation Council for Pharmacy Education (ACPE), and the Accreditation Council for Continuing Medical Education (ACCME), to provide continuing education for the health care team.



# Upcoming Team Training Events

---

## ***Courses & Workshops***

- [TeamSTEPPS Master Training Course](#) on June 21-22 at MetroHealth (Cleveland, OH)

## ***Custom TeamSTEPPS Advisory Services at Your Organization***

- 2-day TeamSTEPPS Master Training Courses and comprehensive TeamSTEPPS programs
- [Learn more](#)

## ***Webinars***

- [Leadership that Motivates: Keys to Unlocking Team Engagement and Retention](#) – June 14

# Today's Presenters



**Stacey Booker, MSN, RN, CPPS, CPHRM**  
*Director of Patient Safety and High Reliability*  
MetroHealth



**Rachael Partridge, MS, PMP**  
*Patient Safety Coordinator TeamSTEPPS*  
MetroHealth

# How comfortable are you with measurement?

Please use the chat to respond

- Zero being totally uncomfortable
- 100 being a content expert





# Today's Objectives

---

Learn how to draw on and measure organizational values to ignite change in your teams.

Learn how to return to foundational TeamSTEPPS tools and principles can lead to long-term cultural change.

Identify the importance of individual self-awareness for sustaining change in the team as a whole.

# MetroHealth

- Cleveland, Ohio
- Founded in 1837
- 4 hospitals
- 4 Emergency Departments
- 20 health centers and 40 additional sites
- Safety-net
- Serves more than 300,000 patients
- 8,200 employees
- Dedicated to Hope, Health, and Humanity





# STAR- IQ Values

---

## Service to Others

We strive to meet the needs of our patients first, by serving with compassion and advocating for the well-being of the community, especially those without the ability to pay.

## Teamwork

We establish an environment of trust and engagement that focuses on the needs of the organization in order to leverage our collective strengths to do the right thing for our patients and colleagues.

## Accountability

We accept responsibility for the decisions we make, the outcomes achieved and our personal behavior.

## Respect

We treat everyone equally with dignity, candor, compassion and empathy.

## Inclusion & Diversity

We foster a community where our differences are celebrated and everyone has an opportunity to be part of our success.

## Quest for Excellence

We exemplify the highest standards of patient-centered care and continue to improve through discovery and innovation.

# 10+ Years of Highs and Lows

---

- 2012 Metro becomes an early adopter starting with their Emergency Department Teams
  - Grass roots efforts spreads to corresponding areas (L&D, Trauma, and ICUs)
- 2013 SIMS Center opened in Metro infusing TeamSTEPPS into all activities for clinical teams
- 2014 Executive Team Approval for systemwide roll out 6,500 employees at the time
- 2015 through early 2020
  - **Pax Romana of TACs & TeamSTEPPS** – constant growth & sustainment
- 2020 through Late 2022
  - **COVID- Death, Distraction & Despair**

March 6, 2014

# INSIDER Brief

## CEO Update: The Value of Teamwork

As I mentioned last week, today we are focusing on our second value, "Teamwork," which says, "We establish an environment of trust and engagement that focuses on the needs of the organization in order to leverage our collective strengths to do the right thing for our patients and colleagues."

A major initiative that is helping our achievement in this area is TeamSTEPPS® (Team **S**trategies and **T**ools to **E**nhance **P**erformance and **P**atient **S**afety). It improves patient safety by putting in place exact steps that build teamwork. The main components for an effective team are quality leadership, communication, situation monitoring and mutual support.

# How was your program impacted due to COVID?

No, nothing changed it was business as usual

Sort of – we made it work for a while

Yes BUT, small pockets remained throughout

Yes, Program completely died

Dear TeamSTEPPS Master Trainers and TAC Chairs,

We want to update you on plans for 2021 and make you an offer we hope you can't refuse!

As we adjust to our "new normal", we are challenged to think outside of the box to remain connected and engaged. Please join us as we launch the "TeamSTEPPS Blitz" redosing campaign.

- Every other month beginning in March we will highlight TeamSTEPPS principles and tools via various internal communication/marketing platforms. See schedule below.
- We invite you as experts in TeamSTEPPS to join a Blitz team. As a member of the team you will assist with the planning and execution of your topic. You will have access to TeamSTEPPS educational resources such as videos, presentations, and handouts. If you are interested in joining a Blitz team, please contact the Master Trainer Council member identified below by **March 8, 2021**.
- **Internal Communication/Marketing options:** a story on the MIV, messages on the digital monitors, Manager's Minutes, Safety Huddle announcement, department huddles, staff, or TAC meetings.

<i>Month</i>	<i>Topic/Focus</i>	<i>MTCouncil lead and co-lead</i>
March 2021	Key Principles of <u>TeamSTEPPS</u>	Stacey Booker, Sarah Spengler
April 2021	PATIENTS and FAMILIES	Stacey Booker, Jen Lastic and Stephanie Seng-Patton
May 2021	Communication tools in <u>TeamSTEPPS</u>	Angela Majerle
July 2021	Leadership the <u>TeamSTEPPS</u> way (Briefs, Huddles and Debriefs)	Joseph Karban
Sept 2021	Situational Monitoring	Ken Salisbury
Nov 2021	Mutual Support (CUS and D-ESC)	Sarah Spengler



# Fall 2021-Spring 2022

## WORKSHOPS 1 & 2

The image displays a collection of workshop materials:

- Root Cause Analysis:** A flowchart with six numbered steps: 1. Identify the problem, 2. Define the problem, 3. Brainstorm causes, 4. Determine the most likely cause, 5. Verify the cause, 6. Implement the solution.
- High Velocity Brainstorming:** Four panels labeled PEOPLE, PROCESS, SYSTEM, and STRUCTURE, each containing numerous yellow sticky notes.
- 100 Days Workout Timeline:** A horizontal bar chart showing a 100-day schedule with various milestones and tasks.
- ACTION PLAN:** A list of 10 numbered tasks with associated descriptions and names of responsible individuals.
- TeamSTEPS Components:** Five purple boxes labeled Leadership Commitment, Master Trainers, Measure of Success, Program Structure Outline, and San Plan, each containing yellow sticky notes.



# Team Charter Highlights

---

## Problem Statement

Current silos negatively impact teaming effectiveness resulting in process inefficiencies which are frustrating for providers, staff and employees.

## Benefit Statement

By implementing a consistent and sustainable TeamSTEPS program it will positively impact process efficiencies and improve provider, staff and employee satisfaction.



# Approved Action Plans

#	WBS (Work Breakdown Structure)
1	Create a business case for FTEs addition for system wide program support. Provide resources in the form of budgetary support for FTEs and TAC participation.
2	Direct the implementation of an accountability and rewards structure in annual evaluations.
3	Create a visual portfolio of TeamSTEPPS best practices, case studies for others to access. Fosters cross silo collaboration: clinical and non-clinical
4	Validate overlap of Glick Center Training SOW with required TeamSTEPPS training for re-dose. Identify target audiences of training programs (new hire, managers/leaders, existing employees, etc.) Identify who will design/develop/implement the training content and performance outcomes, and report out structure
5	Reimplement TeamSTEPPS in employee orientation.
6	Determine where to include TeamSTEPPS into Glick Center orientation and training modules: 3 LEAP modules: Communicating in the Glick Center, Working Together, Patient Experience
7	Create a cross walk between TeamSTEPPS language, metrics, and concepts to quality and process improvement in clinical and non-clinical areas. CQIC, ESQIC, Nursing Quality Committee, etc. Identify synergies across enterprise.
8	Perform an assessment of current TACs and opportunities and build action plan for new TAC in Glick Center. Create and support TACs to focus on sustainability, awards and success stories.
9	Review roles and responsibilities of Master Trainers, determine appropriate ratio of Master Trainers, how are Master Trainers recognized, systemize implementation. Requirements of Master Trainers to maintain 'certification' status - so not all the work lands on a select few.

# Reactivate & Expand-Winter 2022

## Long-term Oversight

Establish Steering Committee and transition the 100-day workgroup to Operations Committee

### • TeamSTEPPS Steering Committee Structure

- Purpose: Oversight of TeamSTEPPS program and TAC team reporting
  - 10-12 members
  - Invite a rep from TeamSTEPPS Operations Committee to participate
- Multi-disciplinary/ multi-level representation
- Standards: Voluntary
- Responsibilities
  - Review recommended Master Trainers
  - Final selection/confirmation of new TACs
  - Overview projects in progress
  - Strategic oversight of TeamSTEPPS program year over year implementation and execution
  - Establish key process indicators (KPI)
  - Reward and recognize TACs

### • TeamSTEPPS Operations Committee

- Purpose: Transition of 100 Day Workout Team
  - 8-10 members
- Multi-disciplinary/ multi-level representation
- Standards
  - 6-month 2022
  - Voluntary
- Responsibilities
  - Transition 100 Day Workout output into implementation plan
  - Execute on plan – make things happen!
  - Set program in place for Coordinator to support when hired
  - Responsible for Glick Center communication of program to organization
  - Recognizes improvement opportunities to program structure and engagement



Summer 2022

Resurrective,  
Rejuvenated,  
Creative, and a  
Flow state







- MOVING DAY #1 November 15<sup>th</sup>, 2022
  - Teams of all shapes and sizes came together for this momentous day. Teamwork was everywhere.









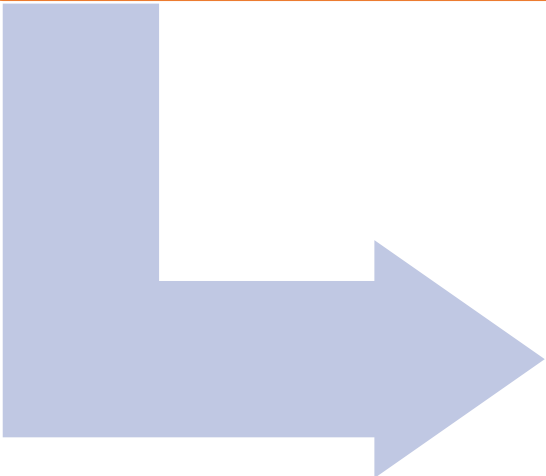
# Labor & Delivery Move January 2023



# 2023 TAC Development Plan

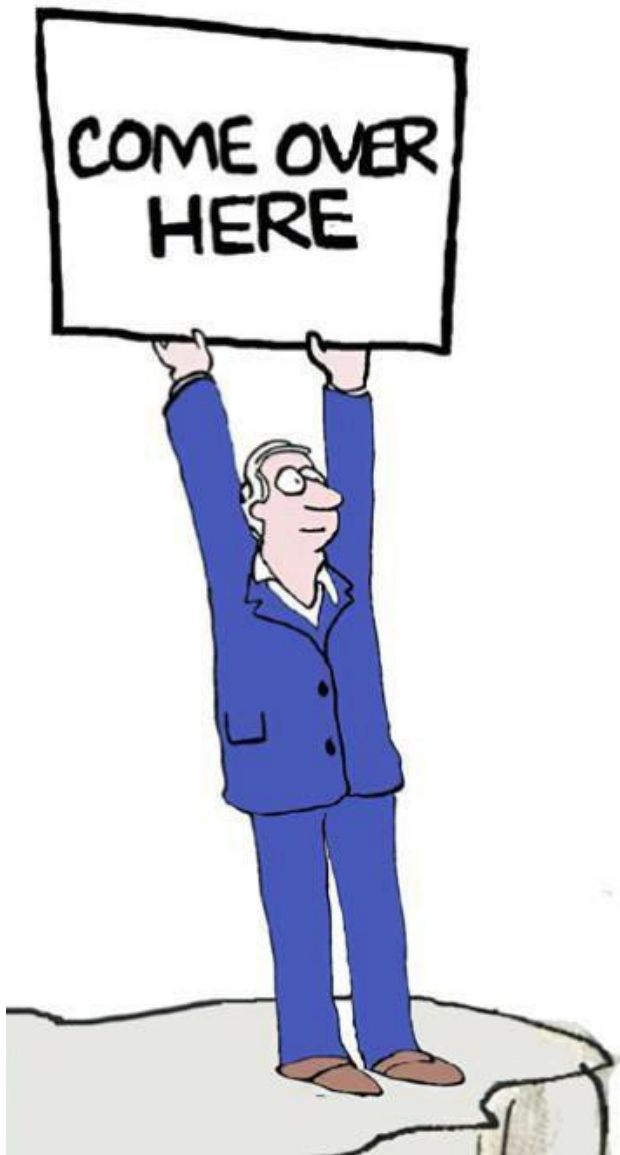
## Quarter One

- Ortho/ACE
- Medical
- Platform
- OBC Rehab
- Behavior Health
- Parma Radiology



## Quarter Two

- Med Onc
- Neuro Stroke
- Children's'
- Surgical
- Parma ED
- Labor & Delivery
- Brecksville ED





# Visual Management of TACs

Percentage	Task	Percentage	Task	Percentage	Task
<b>5%</b>	Discovery Sheet Completed	<b>45%</b>	Mutual Support & Situation Monitoring introduced	<b>85%</b>	Year of Meetings Scheduled
<b>10%</b>	Discovery Mtg with Rachael	<b>50%</b>	All Team members identified	<b>90%</b>	First Meeting Held
<b>15%</b>	Master Trainer Identified	<b>55%</b>	Project Identified & Prioritized	<b>95%</b>	Meeting Minutes Sent Out
<b>20%</b>	30-60-90 Plan Developed & Approved	<b>60%</b>	Metrics associated to create necessary baselines	<b>100%</b>	60 days after 1 <sup>st</sup> TAC meeting- added to overall TAC Updates
<b>25%</b>	30 Day Check in Meeting – Occurs	<b>65%</b>	90 Day Check in Occurs		
<b>30%</b>	Team Leaders Identified (Co-Chairs)	<b>70%</b>	Gemba Walks (Environmental Rounds) introduced		
<b>35%</b>	Teambuilding Examples provided in home unit/area	<b>75%</b>	115 Day Check in-on Rounds		
<b>40%</b>	60 Day Check – In Occurs	<b>80%</b>	Visual Management Needs		

# Visual Management of TAC Development

KPI Executive Steering Team 2023								
	January	Feburary	March	April	May	June	July	Aug
Ortho/ACE	5	10						
Medical	0	0						
Platform	5	15						
OBC Rehab	20	20						
Behavior Health	0	0						
Parma Inpatient	15	25						
Parma Radiology	15	15						
Research- Bonnie	10	20						



**Who is out of step?  
How can I make this successful?**







# STAR- IQ Values

---

## Service to Others

We strive to meet the needs of our patients first, by serving with compassion and advocating for the well-being of the community, especially those without the ability to pay.

## Teamwork

We establish an environment of trust and engagement that focuses on the needs of the organization in order to leverage our collective strengths to do the right thing for our patients and colleagues.

## Accountability

We accept responsibility for the decisions we make, the outcomes achieved and our personal behavior.

## Respect

We treat everyone equally with dignity, candor, compassion and empathy.

## Inclusion & Diversity

We foster a community where our differences are celebrated and everyone has an opportunity to be part of our success.

## Quest for Excellence

We exemplify the highest standards of patient-centered care and continue to improve through discovery and innovation.



## Start with those “Eyes & Ears” colleagues

- Conjunction with Human Resources on Engagement
  - Enrichment for management – front line leadership
- Allow for psychological safety
  - Amongst peers and fellow support services colleagues
- Locating the Gaps in understanding
  - Find Best Practices – HUDDLES, SBAR, CUS and Feedback





# Training Schedule

Date		Key Content	Objectives	TeamSTEPPS Objectives
12/20/22 1:30-3:00pm  Location: R170	Leading Teams	<ul style="list-style-type: none"> <li>Building Psychological Safety</li> <li>Brief, Huddle, Debrief</li> </ul>	<ul style="list-style-type: none"> <li>Highlight best practices to transition into leadership role</li> <li>Identify how leadership affects team processes &amp; outcomes</li> <li>Locate and replicate the activities &amp; tools involved in successfully leading teams</li> </ul>	<ul style="list-style-type: none"> <li>Identify how leadership affects team process &amp; outcomes</li> <li>Locate &amp; replicate the activities &amp; tools involved in successfully leading teams</li> <li>Highlight best practices to transition into leadership roles</li> </ul>
1/17/23 1:30-3:00pm  Location: R170	Communication: Effective Communication	<ul style="list-style-type: none"> <li>Clear communication (TeamSTEPPS: SBAR, hand-off)</li> <li>Building relationships (DiSC)</li> <li>Recognition &amp; appreciation</li> </ul>	<ul style="list-style-type: none"> <li>Identify the components of clear communication</li> <li>Utilize your DiSC style to improve communication</li> </ul>	<ul style="list-style-type: none"> <li>How communication affects team process and outcomes</li> <li>Define effective communication</li> <li>Identify TeamSTEPPS tools and strategies that can improve team's communication</li> </ul>
1/31/23 1:30-3:00pm  Location: R170	Communication: Effective Listening	<ul style="list-style-type: none"> <li>Hazards to Effective Listening</li> <li>Building your listening skills/Listen to understand and give feedback</li> <li>Questioning skills</li> <li>Body Language</li> </ul>	<ul style="list-style-type: none"> <li>Develop authentic listening practice</li> <li>Understanding the power of words</li> <li>Understanding the large impact of micro actions</li> </ul>	<ul style="list-style-type: none"> <li>Locate &amp; replicate the activities &amp; tools involved in successfully leading teams</li> </ul>
2/14/23 1:30-3:00pm  Location: R170	Situational Monitoring	<ul style="list-style-type: none"> <li>Shared Mental Model</li> <li>I'm SAFE</li> <li>Assumptions in the workplace</li> <li>Choice Map</li> </ul>	<ul style="list-style-type: none"> <li>Replicate I'm SAFE for your team &amp; encourage teams to follow</li> <li>Practice identifying and busting assumptions in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Discuss how situation monitoring affects team process and outcome</li> <li>list components of the STEP mnemonic</li> </ul>

# How do you organize Huddles?

It's a Free for All



We have a set script to follow



We do a Mix of Both



We aren't currently running Huddles



# Huddle Organization

We used our STAR IQ Values to drive our Huddles.

Opened EVERY  
HUDDLE with the  
Mission, Vision, or Value  
Driven Statement

Operations Update at  
EVERY shift

Education & Professional  
Development Closure

This is where new skills  
were introduced or  
practiced

# Standing Expectations

- Consistent language is used to initiate it:
  - HUDDLE – HUDDLE UP
- They are short 5-10 minutes
  - This IS NOT a Meeting
- Two Minute Rule-takes longer than that- Parking Lot
- ANYONE can call a HUDDLE at ANYTIME
- You can HUDDLE multiple times throughout a shift



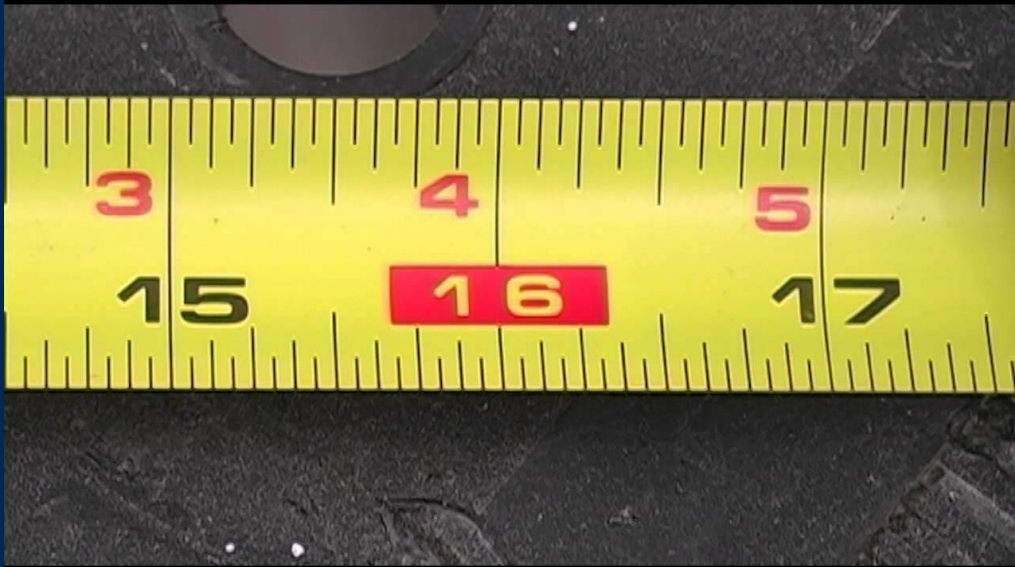




# Measure Progress

## If it's not measured it's not mentioned

- Teamwork directly apart of MetroHealt's Mission
- Teamwork was happening daily to ensure our patients were well cared for....however no one was quite sure how we identify it.
- We simply started a tally system {yes/no} to measure it.
- After 10 successful morning huddles between EVS and Dining Services, we pushed for 10 more at the start of second shift.
- By the third week, we were up to 30 Huddles across all three shifts.



March 2023

# Flickers of the Phoenix start to arise...



# SBAR Communication Tips

---

- Be sure to say (or type) the words: Situation, Background, Assessment and Recommendation (or Request)
- Provide visual cues (e.g., badge buddy or sign by a workstation)
- **If someone is not providing an SBAR and should be, pause and ask them to give you the Situation and the Background**









**Huddles  
became  
our fire  
safe  
stairwells  
to success**

# Zero to 300

## Grounded in Empathy

- Inspire an individual *to think, imagine, and articulate* what they will do and who they wish to be and facilitating that individual's efforts to make desired changes.
- These were discovered in Huddles





**Leading the way to a healthier community through service, teaching, discovery and teamwork**



**I'm here to Nourish Patients**







BUTTERCREAM FROSTED  
CUT-OUT COOKIE  
Net Wt. 1.5oz (43g)

We're lucky to have  
you on our team!

BUTTERCREAM FROSTED  
CUT-OUT COOKIE  
Net Wt. 1.5oz (43g)

lucky to have

BUTTERCREAM FROSTED  
CUT-OUT COOKIE  
Net Wt. 1.5oz (43g)

We're lucky to have  
you on our team!

lucky to have  
in our team!



# Key Takeaways

---

**Huddles Matter –  
ALL means ALL**

**Make it Easy and  
Repeatable- Simple but  
Significant**

**Tie everything back to  
your Mission, Vision, and  
Value Driven**

# Final Reminders

---

- **Evaluation**

- Please complete the evaluation form that appears on your screen once the webinar ends

- **Continuing Education**

- Create a Duke OneLink account if you have not done so
  - Instructions can be downloaded from the Files pod or your registration confirmation email
- Text to **HABMUT** (919) 213-8033 within 24 hours





**Questions? Stay in Touch!**

---

[www.aha.org/teamtraining](http://www.aha.org/teamtraining)

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

