AHA Team Training

Empowering Teams: Parkview Health's Roadmap to Safer Care with TeamSTEPPS

December 4, 2025

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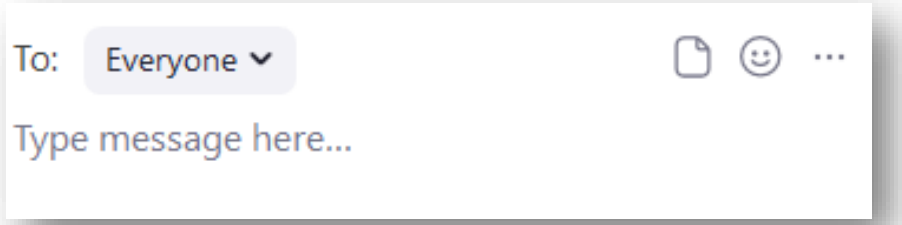

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To receive 1.0 CE credit hour for this webinar, you must:

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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.

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Upcoming Team Training Events

In-person Master Training Courses

- January 22 – March 12 | University of Washington (**Virtual*)
- More 2026 Training Options Coming Soon!

Webinars

- January 21 – Sustaining Change: Tools and Tactics for Lasting Impact

*Check our website for updates!

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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.

Contact TeamTraining@aha.org to learn more

> Our relationship with the TeamSTEPPS faculty and the on-site trainings were both phenomenal. **They did a great job of meeting us where we were** and customized a program that really helped us gain clarity about the problem we're trying to solve.
>
> – **Melissa Riffe-Guyer**
> Executive Director,
> Culture Cone Health

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Today's Presenters

Jeff Boord, MD, MPH
Chief Quality & Safety Officer
Parkview Health

Vicki Mickley, RN-BSN, CPHQ
Supervisor Quality & Accreditation
Parkview Health

Lorenzo Manquero, MBA, BSN, RN, CPHRM
Director of Risk Management
Parkview Health

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Objectives

Describe Parkview's phased TeamSTEPPS implementation timeline and milestones

Identify committee roles and sustainability strategies within Parkview & how to adapt these strategies in your organization

Learn how Parkview incorporated risk event data with TeamSTEPPS barriers and tools to create a TeamSTEPPS dashboard and apply lessons learned

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TeamSTEPPS®

Team Strategies & Tools to Enhance Performance & Patient Safety

PARKVIEW HEALTH

Empowering Teams: Parkview Health's Roadmap to Safer Care with TeamSTEPPS

December 4, 2025

Jeff Boord, MD, MPH
Chief Quality & Safety Officer

Quality & Safety at Parkview Health

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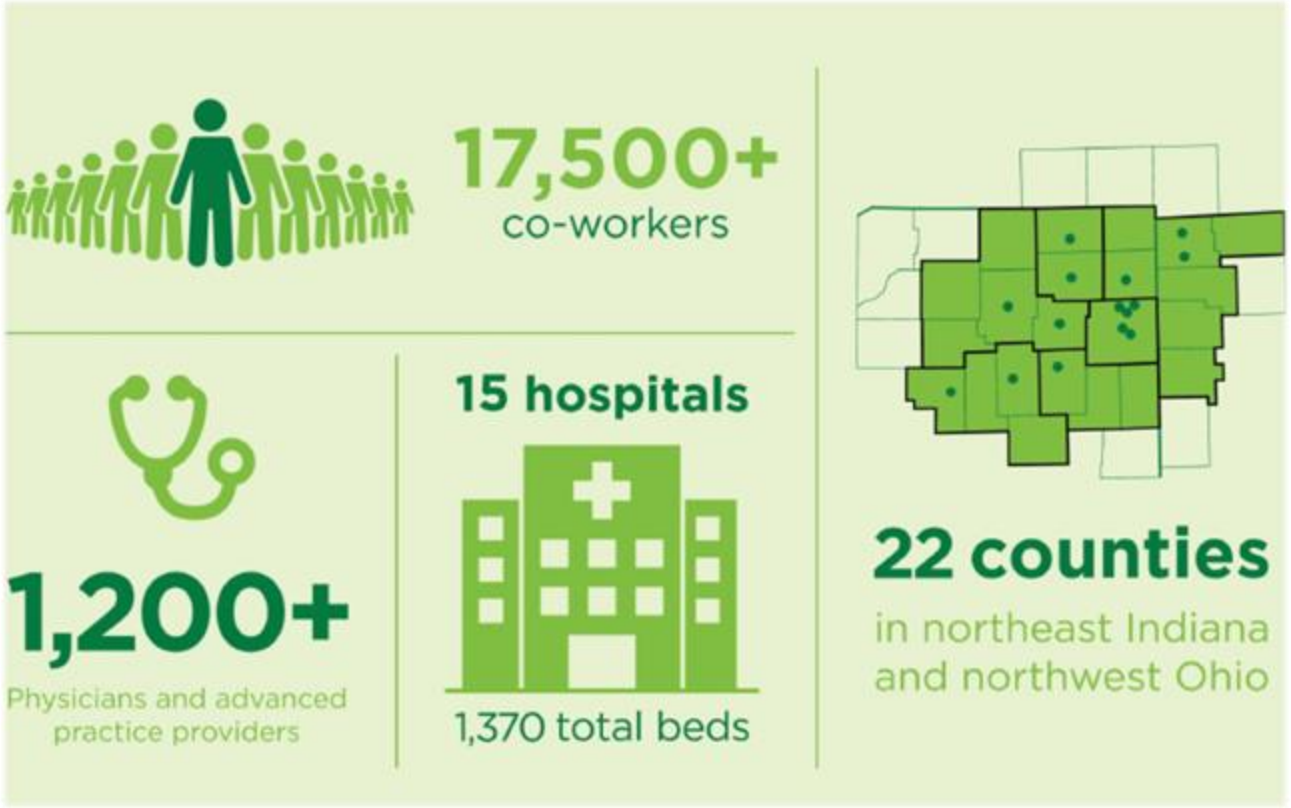
- Not-for-profit, community-based health system
- Region's largest employer
- National leader in safety and quality, patient experience and workplace culture



- Defines the shared principles, attitudes, and behaviors directed toward achieving **zero harm** during the delivery of care
- *Provides the "why" and the "what"*

TeamSTEPPS®

Team Strategies & Tools to Enhance Performance & Patient Safety

- Evidence-based system to improve communication and teamwork
- Based upon Culture of Safety aims of **high reliability, speak up,** and **safety for all**
- Specific tools for: communication, leadership, situation monitoring, mutual support
- *Provides the "how": application of Culture of Safety principles during care delivery*

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Need for Improved Teamwork & Communication

- ***S***ituation: A project was started to improve patient safety concerns.
- ***B***ackground: One of our facilities experienced surgical never events.
- ***A***ssessment: Root cause analysis findings included breakdowns in situational awareness, communications, and teamwork.
- ***R***ecommendation: Based on research, evidence showed the TeamSTEPPS framework as an effective way to create a highly reliable culture of safety. It was recommended that the TeamSTEPPS tools and techniques be implemented across Parkview Health as part of the Safety & Quality Strategic Plan Priorities.

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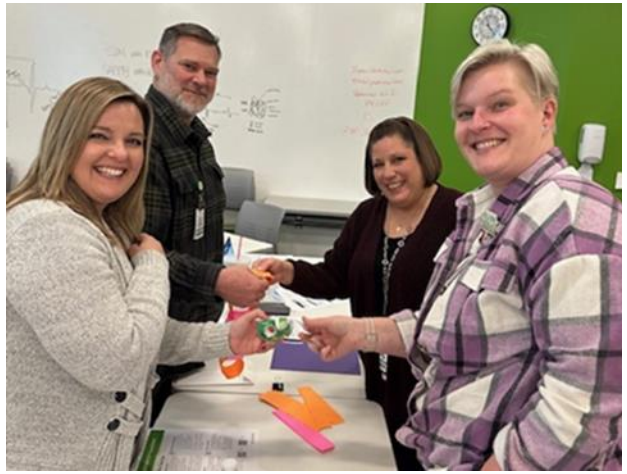
“Our Culture of Safety and TeamSTEPPS are not mutually exclusive. They are complementary and should be used together to be most effective.

It is a perfect adjunct to bring folks into a common mindset, a common language, a common set of tools to use to improve our communication… If we can communicate better, we’ll do a better job because everyone is on the same page.”

The Late Dr. Todd Sider, MD, CMO



Vicki Mickley, RN-BSN, CPHQ
Supervisor Quality & Accreditation

Our TeamSTEPPS Journey & Sustainability Plan

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Parkview's TeamSTEPPS Journey

Parkview's TeamSTEPPS journey began in the community hospitals.
The journey continues in Allen County using a phased approach by service line.

March 2020 – Parkview Wabash Implementation Complete

2021 – Paused due to COVID

August 2022 – Parkview LaGrange Implementation Complete

January 2023 – Parkview Whitley & Parkview Kosciusko Implementation Complete

June 2024 – Parkview Ortho & SurgeryONE Implementation Complete

August 2025 – GME: GENSURG, IM/TY, OBGYN, PM&R

December 2020 – Parkview Huntington Implementation Complete

March 2022 – Parkview DeKalb Implementation Complete

November 2022 – Parkview Noble Implementation Complete

December 2023 – Allen County Periop Implementation Complete

March 2025 – Parkview Archbold, Parkview Bryan & Parkview Montpelier Implementation Completed

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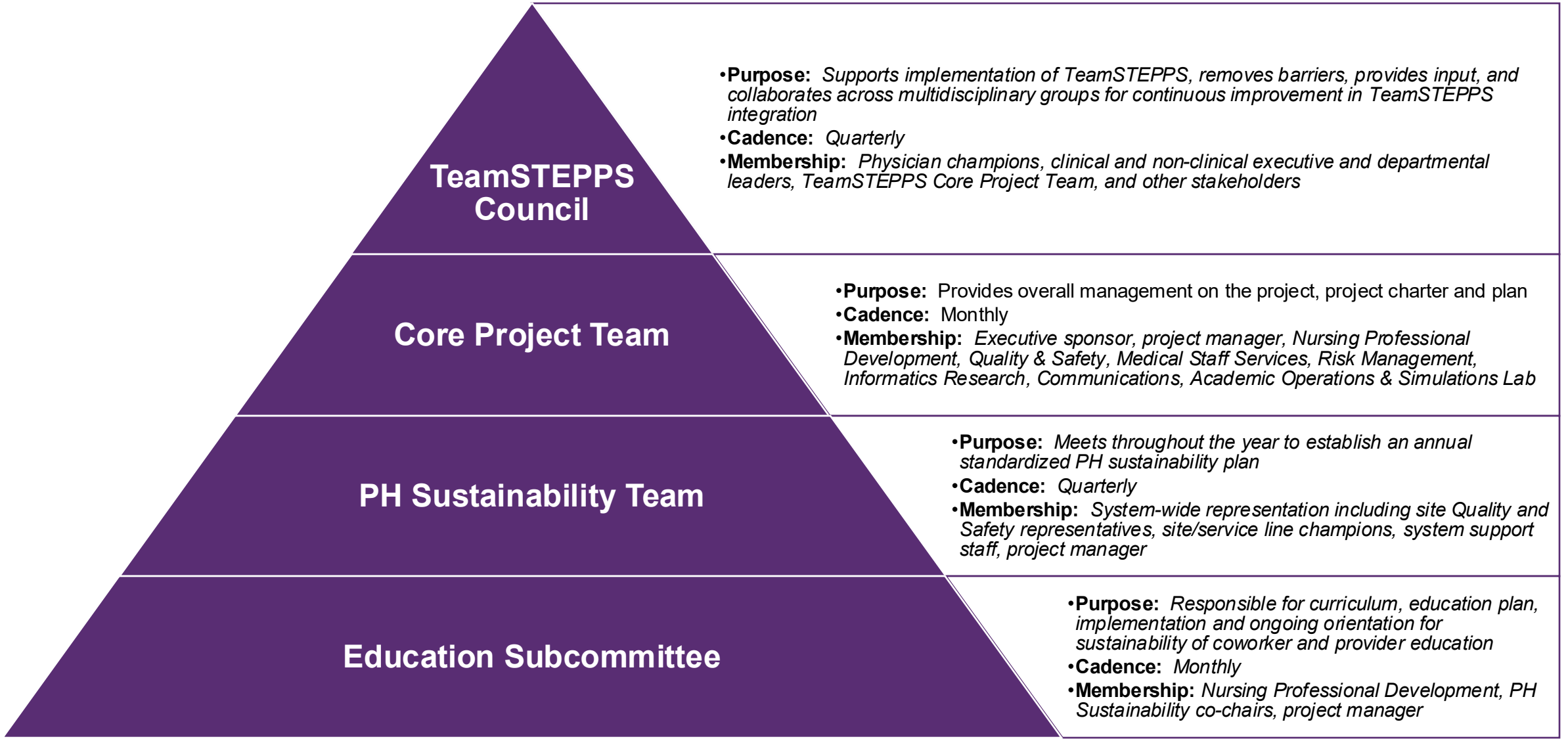
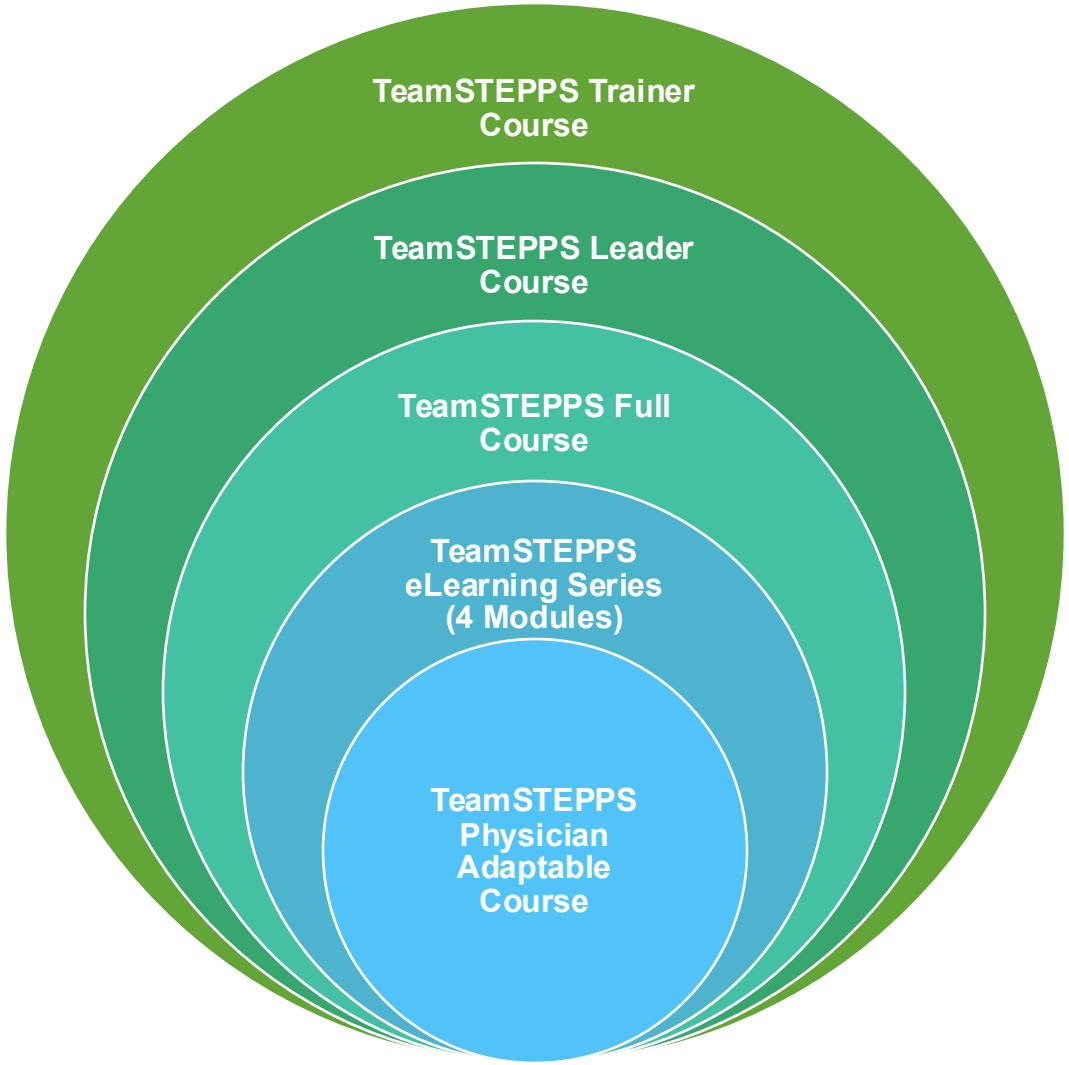
TeamSTEPPS Committees Structure



TeamSTEPPS Course Structure



Cluster Training Sessions

Train the Trainer

Utilize Inservice Or Department Meeting Times

Interactive With Concept Building & Case Study Scenarios

Encourage Coworkers And Providers To Attend Together

TeamSTEPPS Teamwork Perceptions Questionnaire (T-TPQ)

Eligible For CME, Citizenship Points, & CE/NCPD Credit

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Sustainability Objectives

Approved by TeamSTEPPS Council in 2023

Establish a system sustainability plan

- Supported by individual sites' plans
- Developed by a system-wide TeamSTEPPS sustainability team
- Available on the TeamSTEPPS SharePoint

Establish system sustainability team

- Contains system-wide representation including
  - *Site Quality and Safety representatives*
  - *Site/service line champions*
  - *System support staff*
- Committee co-chairs will consist of one Community Hospital representative & one Allen County representative

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Sustainability Champions

Champions for each facility/service line

- *Passionate about safety & quality*
- *Influential among peers*

Assists with initial training

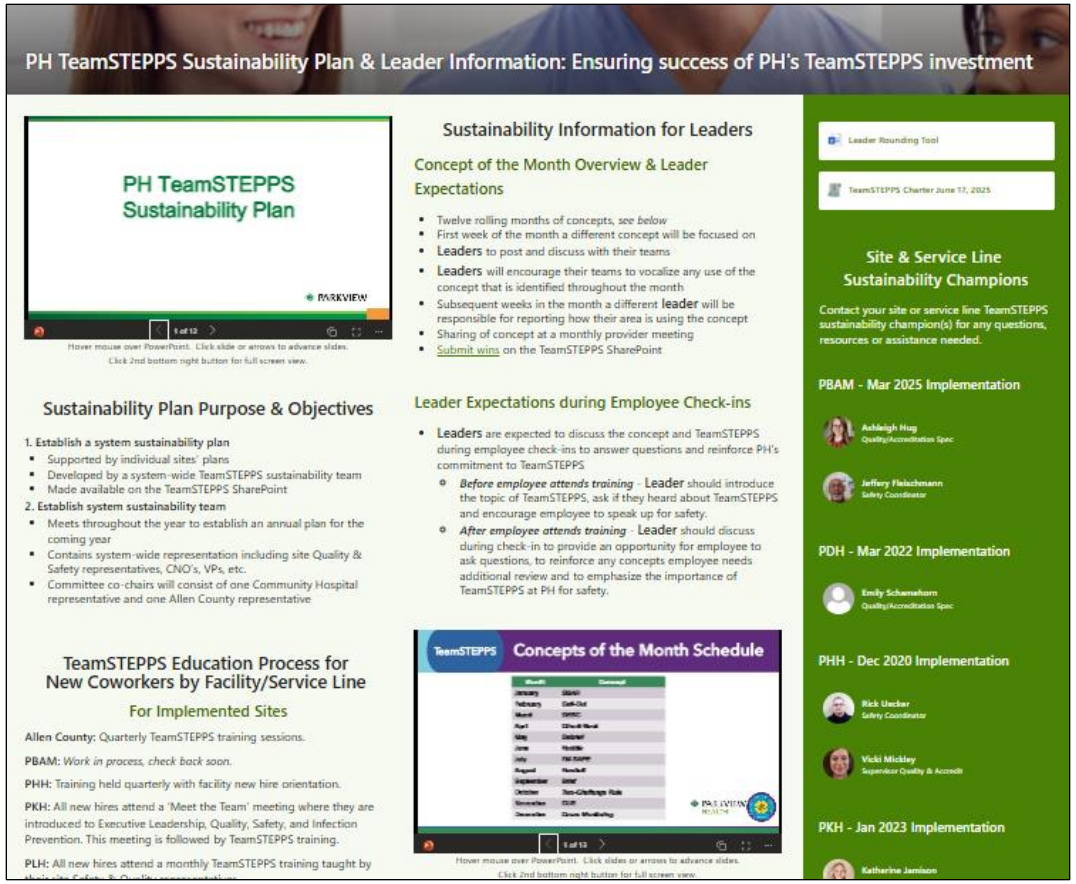
- *Completes 6-hour TeamSTEPPS trainer course*

Responsible for facility/service line sustainability efforts

- *Participates in the quarterly PH Sustainability Team Meetings*
- *Share/discuss concepts of the month slides & videos*
- *Ensures TeamSTEPPS cling posted throughout departments*
- *Distributes leader rounding tool*
- *Provides ad hoc support as needed*

Resources

- *Sustainability Champion Guide*
- *Sustainability Plan*
- *TeamSTEPPS SharePoint*



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Physician Champions

Physician in various roles, markets and specialties

- *President of Physician & Clinical Enterprise*
- *Chief Quality & Safety Officer*
- *Chief Physician Executive*
- *GME Program Director*
- *CMOs*
- *Medical Directors*

Expectations

- *Complete TeamSTEPPS training*
- *Participate in TeamSTEPPS quarterly TeamSTEPPS Council Meetings*
- *Provide physician feedback and guidance*
- *Support use of TeamSTEPPS framework among peers and staff, lead by example*
- *Encourage sharing of TeamSTEPPS wins and review concept of the month in meetings*
- *Incorporate TeamSTEPPS concepts in discussions where applicable*

Resources

- *TeamSTEPPS SharePoint*
- *TeamSTEPPS Core Team*

TeamSTEPPS Physician Champions

Dr. Jessica Bartock
Dr. Jeffrey Bender
Dr. Jeffrey Boord
Dr. Paul Conarty
Dr. Raymond Dusman
Dr. Michael Grabowski
Dr. Andrea Hoover
Dr. James Ingram
Dr. Alan McGee
Dr. Thomas Miller
Dr. Ugoeze Nwokedi
Dr. Rhonda Sharp
Dr. Gopesh Singh
Dr. Susan Steffy
Dr. Isaac Thimmesch
Dr. Dona Uncheselu
Dr. Donald Urban
Dr. Todd Weinstein
Dr. Michelle Wiese
Dr. Stephen Wright
Dr. Scott Yen
Dr. Michael Yurkanin

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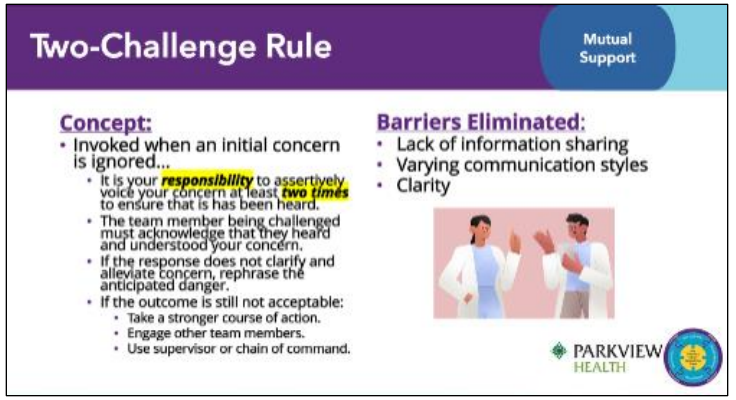
TeamSTEPPS SharePoint

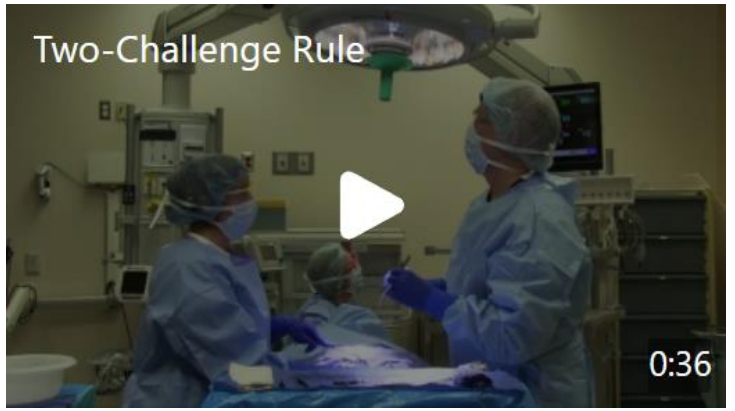
- **Helpful Links to other resources**
  - Case Study Scenarios Library
  - PH TeamSTEPPS Sustainability Plan
  - Resources for Trainers & Coaches
  - TeamSTEPPS incorporated Leader Rounding Tool
  - TeamSTEPPS Dashboard
- **Submission Button for Success Stories**
- **Concept of the Month**
- **News & Success Stories**

Concepts of the Month
and
Sharing of Wins



Overview & Expectations

- Different concept highlighted each month
- Leaders encouraged to post slide in area
- Leaders to review slide and/or video and discuss with their teams
- Teams encouraged to vocalize use of the concept
- Sharing of concept wins in department, leadership & provider meetings
- Submitted wins featured on SharePoint in News & Success Stories



Quarterly Success Story Videos

Click link or above arrow to watch video.

- Promotes TeamSTEPPS
- Celebrates team successes
- Features coworkers and providers
- Highlights concepts used
- Post in TeamSTEPPS SharePoint newsfeed
- Linked to Nursing's SharePoint newsfeed for increased viewing
- Published on internal home page news

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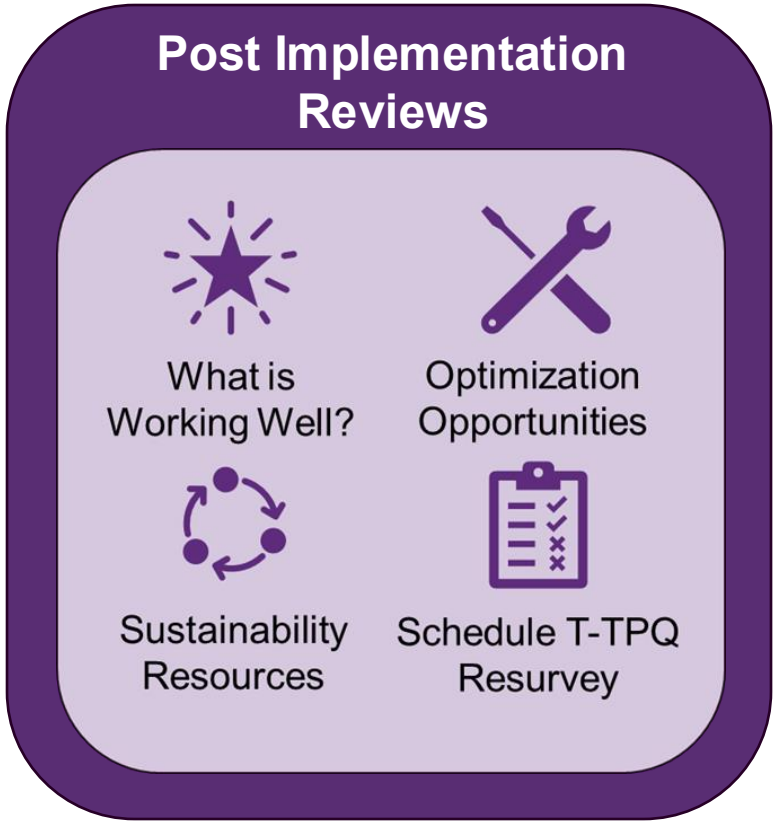
Other Components of Our Sustainability Plan



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Lorenzo Manquero, MBA, BSN, RN, CPHRM
Director of Risk Management

TeamSTEPPS Dashboard

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The Search for Patient Safety Metrics with TeamSTEPPS

- ***S***ituation: Wanted a way to incorporate data from our risk management system to evaluate the effectiveness of the TeamSTEPPS and provide data for research purposes.
- ***B***ackground: Had implemented TeamSTEPPS in all community hospitals at the time, began rollout in Allen County, but was looking for more data to measure impact.
- ***A***ssessment: Needed an efficient and standard method to capture data on the effectiveness of TeamSTEPPS on patient safety to assist leaders and coworkers.
- ***R***ecommendation: A TeamSTEPPS user field tab would be created in Midas for Risk Management to populate and identify the perceived TeamSTEPPS barriers and opportunities that would be pulled into a dynamic dashboard.

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Goals of the Dashboard

- Improved situational awareness for frontline leaders for all risk events
- Improved decision-making using safety reporting data
- Improved risk mitigation through focused TeamSTEPPS education

Process

Risk event data set build, including design and data validation

Specialized TeamSTEPPS education for Risk Management Team

Activating the TeamSTEPPS tracking in Midas

TeamSTEPPS data tab build on the dashboard, data validation

Dashboard information incorporated in Risk Events Reviews

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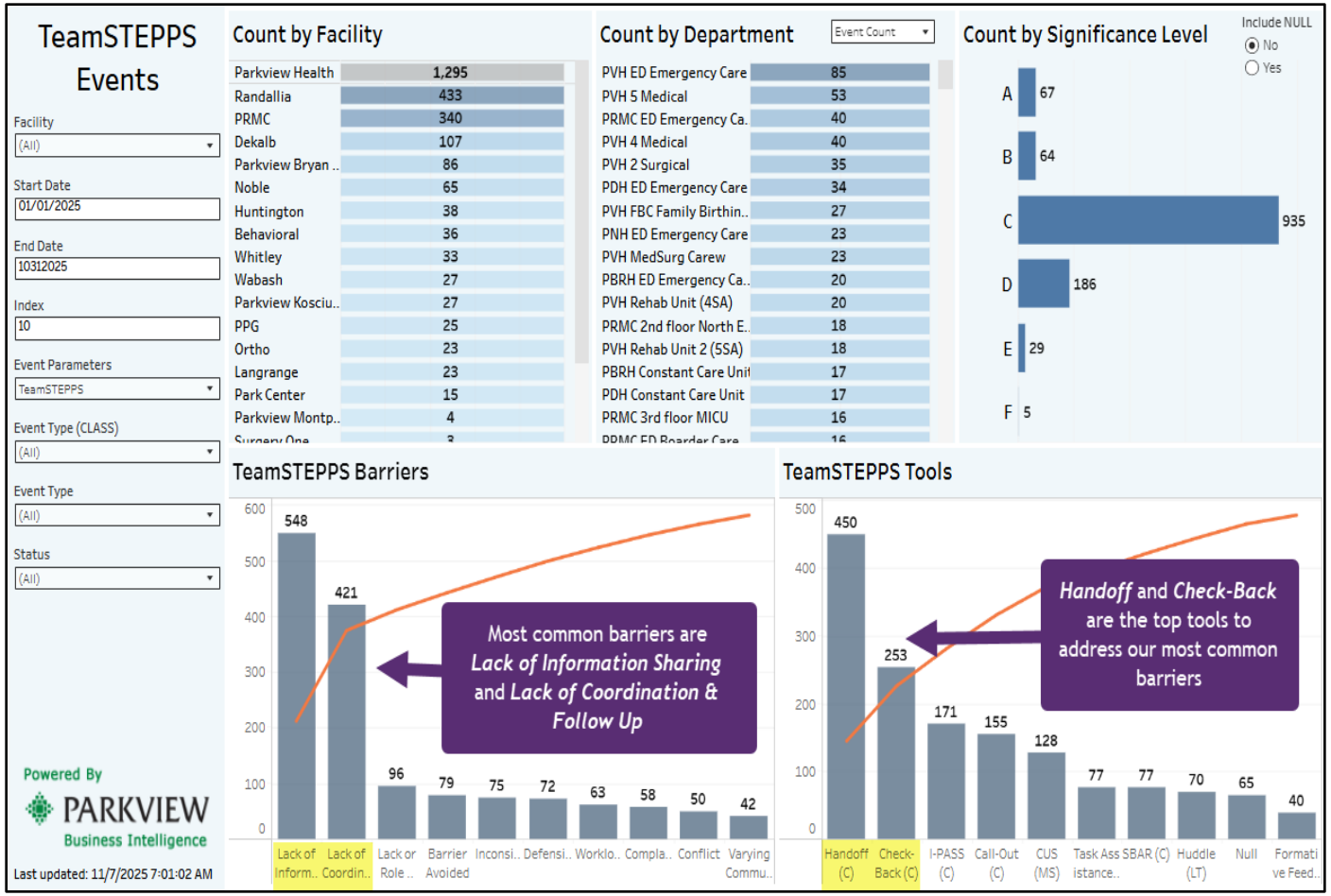
TeamSTEPPS Dashboard

Midas Risk Events Identified with Communication Issues



TeamSTEPPS Opportunities

- All TeamSTEPPS Events (1,295) for period of 1/1/2025 through 10/31/2025
  - Opportunity to address top TeamSTEPPS barriers with the identified tools to overcome those barriers – focus for sustainability efforts
    - ***Barriers:*** **Lack of Information Sharing** and **Lack of Coordination and Follow Up**
    - ***Tools:*** **Handoff** and **Check-Back**
  - Most events reported are no-harm (C&D) events but there have been some near miss (A&B) and fewer harm events (E-I)

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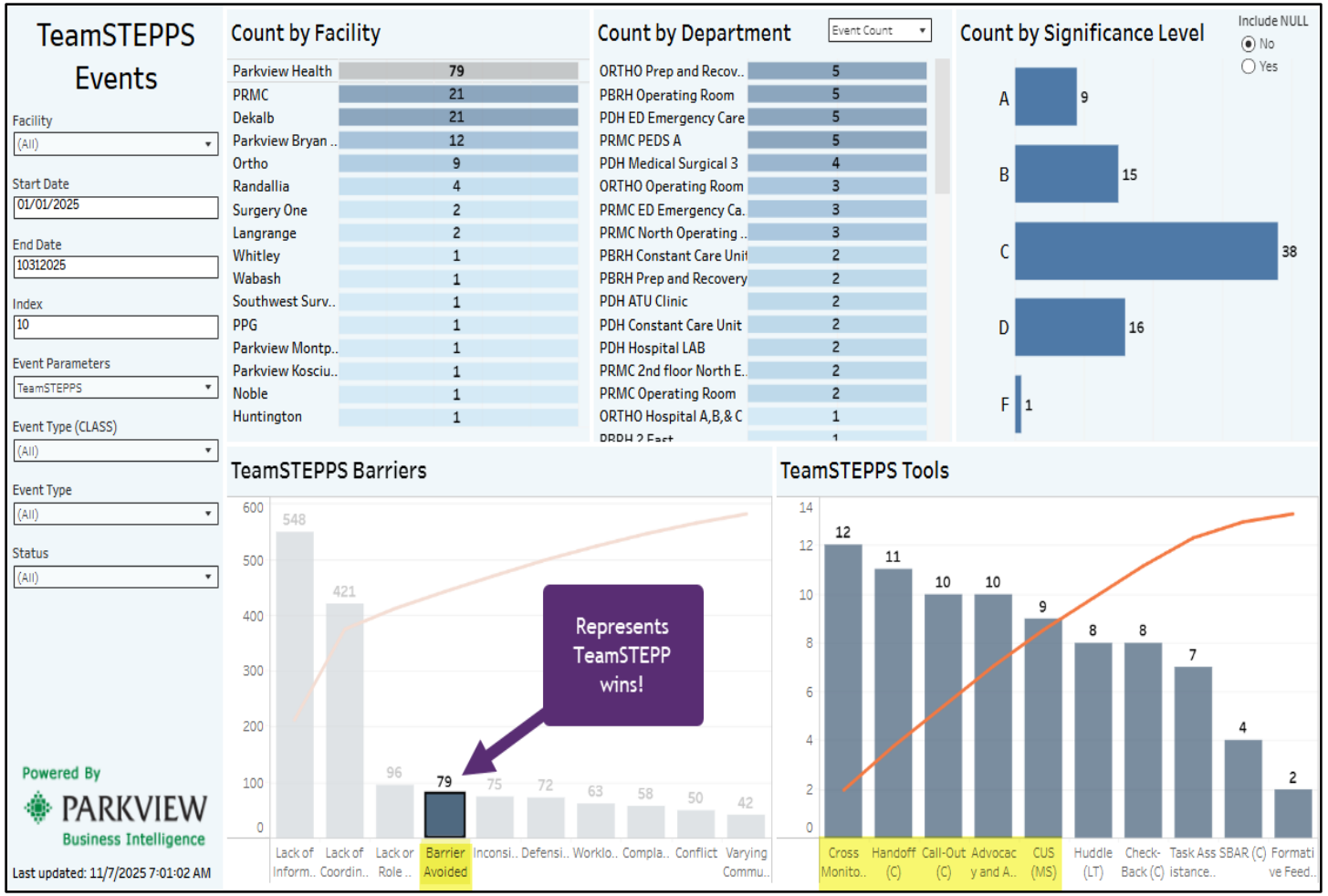
TeamSTEPPS Dashboard

Barriers Avoided



TeamSTEPPS Successes

- 79 events reported so far where a TeamSTEPPS tool was deployed resulting in a barrier avoided for period of 1/1/2025 through 10/31/2025
  - These are near miss and no-harm events
  - Suspect there are more near misses that have not been entered which is common in our current reporting culture
  - Most common tools deployed resulting in barrier avoidance have been: **Cross Monitoring, Handoff, Call-Out, Advocacy & Assertion,** and **CUS**

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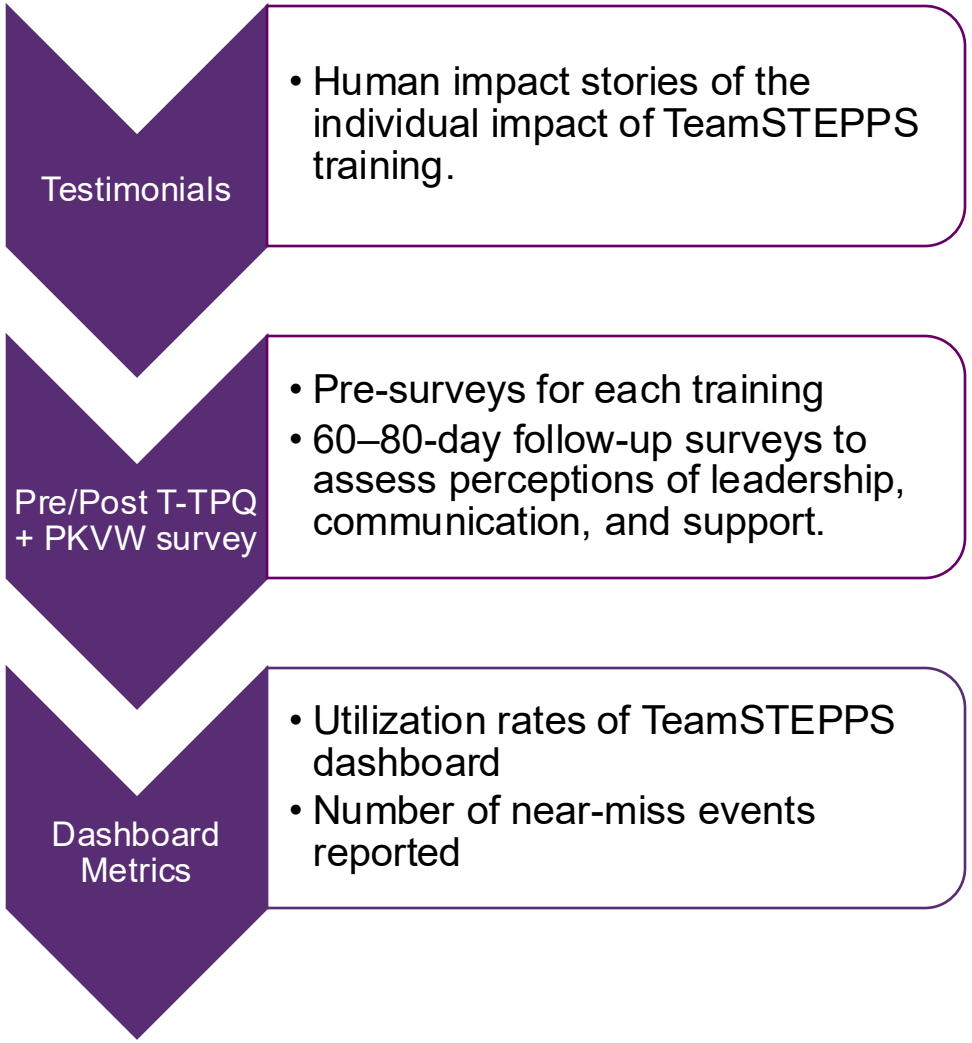
Ongoing Research

- **Qualitative feedback:** testimonials provided about the impact of TeamSTEPPS
- **Program evaluation:** do we see direct impact for aspects related to learning and behavior (individual, team)?
- **Quantitative assessment:** are the tools being developed for TeamSTEPPS support being used?



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Jeff Boord, MD, MPH
Chief Quality & Safety Officer

Physician Engagement & Support

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Provider Involvement & Buy In – *Critical for Success*

Without it the program falls!

Engagement

- Provider led organization
- Physician champions
- Shared decision making & impact
- Ongoing sustainability & engagement

Keys for success

- Include physicians in TeamSTEPPS leadership & planning teams
- Obtain physician co-sponsors for rollouts
- Physician lead TeamSTEPPS updates at all-providers meetings
- Be *flexible* to specialty-specific needs

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TeamSTEPPS Academy – Menu for Providers

Recommended

TeamSTEPPS Full Course*

- Interactive in-person training
- Foundations of TeamSTEPPS: Communication, Team Leadership, Situation Monitoring, & Mutual Respect

Instructor-led Class
Time: 2 Hours

eLearning Series*

- 4 Modules via Symplr
- Foundations of TeamSTEPPS: Communication, Team Leadership, Situation Monitoring, & Mutual Respect

Self-directed
Time: 30 min each

TeamSTEPPS Adaptable Course

- Interactive case studies-based discussion
- TeamSTEPPS concepts incorporated

During Meetings
Physician Champion & Coach-led
Time: 30-60 min each

***Eligible for CME credits and citizenship points**

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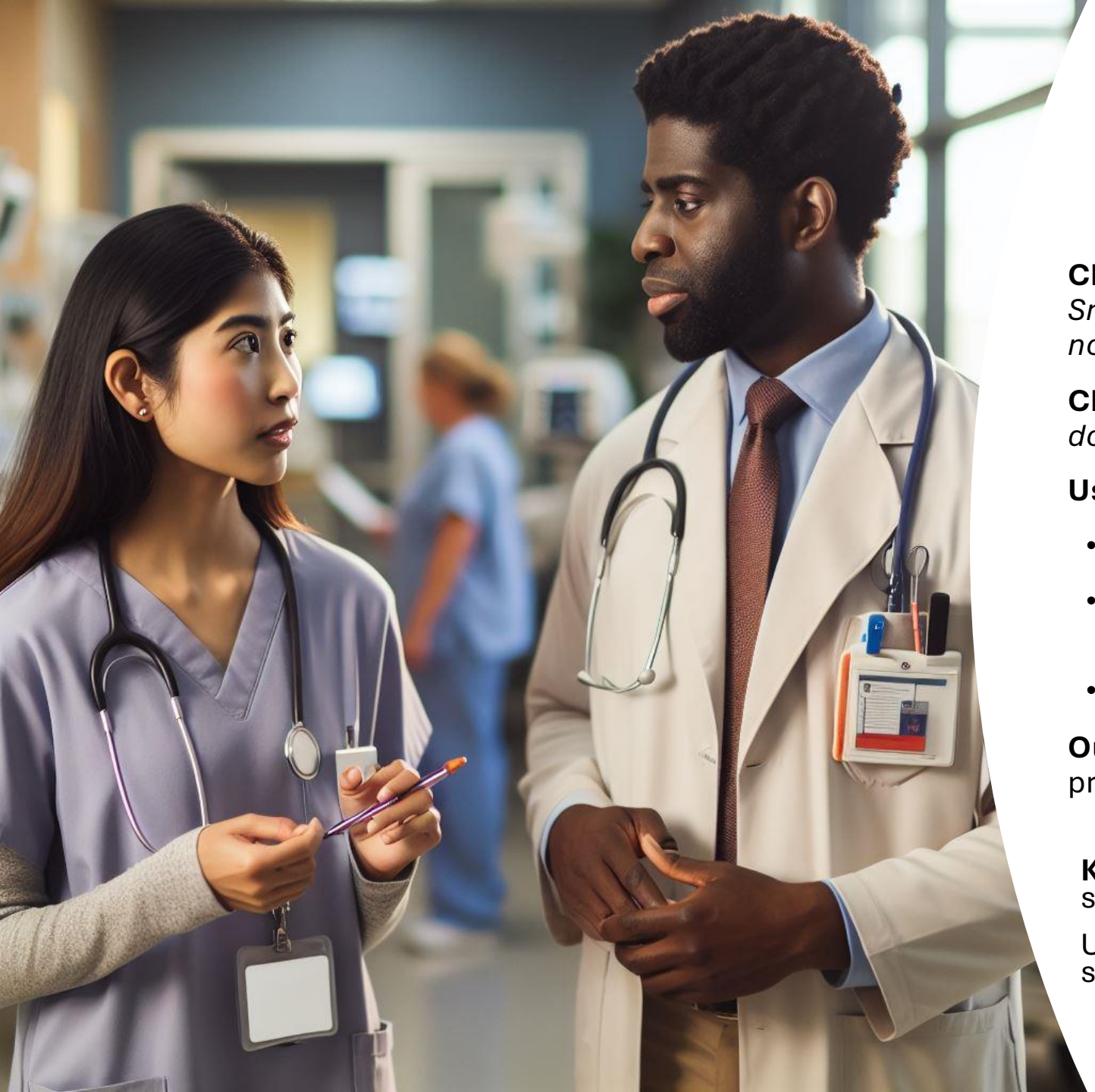
Cardiology Case Study

Scenario - Nurse Hesitates to Speak Up

A nurse observes that a cardiologist accidentally prescribed a higher dose of medication than recommended for a patient with renal insufficiency.

The nurse hesitates to question the cardiologist, fearing a dismissive or negative reaction.

Outcome: The patient receives the incorrect dose, leading to adverse side effects.



Improving Communication Through the 2-Challenge Rule and CUS

Challenge 1: Politely but assertively express concern: *"Dr. Smith, I'm concerned that the patient's renal function may not tolerate this dose."*

Challenge 2: Escalate if needed: *"I'd like to clarify this dosage with pharmacy to ensure it's safe for the patient."*

Using CUS:

- **C:** "I'm Concerned about the patient's safety."
- **U:** "I feel Uncomfortable with this dose given the patient's renal condition.
- **S:** "This is a Safety issue that could harm the patient."

Outcome: The cardiologist reassesses the dosage, preventing harm to the patient.

Key Takeaways for the Team: Promote a culture where speaking up is encouraged.

Use structured tools like 2-Challenge and CUS to address safety concerns respectfully and effectively.

TeamSTEPPS Impact on Graduate Medical Education

- **History of GME at Parkview Health**
  - Initiated in 2022
  - 5 active, operational ACGME-accredited programs
  - 2 additional, newly accredited programs to begin in 2026
  - Continuous growth – ongoing evaluation of new programs
- **Program Director Involvement in TeamSTEPPS Council**
- **Institutional Value**
  - Reinforcement of ACGME Standards
  - Enhancing the Learning and Working Environment
    - Patient Safety
    - Quality Improvement
    - Professionalism, Well-Being, and beyond
- **Workforce Development and Preparation**
  - By 2030, at least 150 physicians will have completed their residency training at Parkview (and growing!)
  - Retention, transition to practice, and behavioral foundation for years to come

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GRADUATE MEDICAL EDUCATION

Internal Medicine Residency

Transitional Year Residency

General Surgery Residency

OB/GYN Residency

Physical Medicine and Rehabilitation Residency

Psychiatry Residency

Family Medicine Residency

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Please reach out with additional questions

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Thank you!

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Final Reminders

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- **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 PUNSEB to (919) 213-8033 within 24 hours**

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