



AHA Team Training

Sustaining Change: Practical Strategies for Lasting TeamSTEPPS Impact

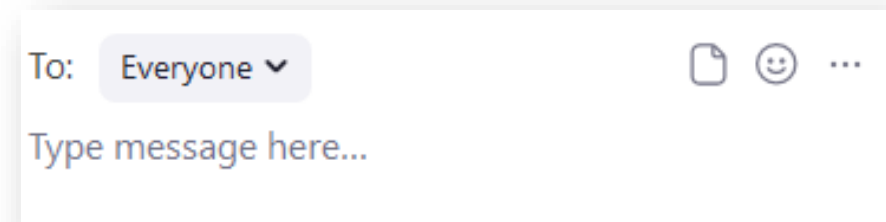
January 21, 2026



AHA CENTER FOR HEALTH
INNOVATION

Rules of Engagement

- Audio for the webinar can be accessed in two ways: 1) through your computer speakers or 2) dialing in by phone – *listen only mode*
- 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:



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- **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.
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- **Text QELMOH to (919) 213-8033 after 1:00 pm ET today – 24-hour window**

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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.



Upcoming Team Training Courses & Workshops

- **TeamSTEPPS Essentials – Virtual**
 - February 5 – February 19
 - June 10 – June 24
- **TeamSTEPPS Master Training – In-Person**
 - March 19-20 – UCLA
 - April 15-16 – Chicago
 - April 20-21 – Northwell Health
 - May 12-13 – Tulane
 - July 30-31 – UCLA
- **TeamSTEPPS Sustainment – Virtual**
 - Preparing for TeamSTEPPS Essentials – April 7
 - The People of TeamSTEPPS Implementation – July 8
 - Strategies for Long-Term Sustainability – October 20

Upcoming Team Training Webinars

Webinars

- February 11 – Mastering Difficult Conversations: Practical Strategies for Success – [Register!](#)
- March 11 – Secrets of a Therapist (Part 2): Modern Therapeutic Models to Move Teams from Overwhelm to Alignment – [Register!](#)

Interested in speaking at an upcoming webinar? [Complete our speaker interest form!](#)

Contact us at teamtraining@aha.org with questions.

Today's Presenter



Rhonda Fischer, RN, BSN, CEN
Team Training Clinical Program Lead
American Hospital Association

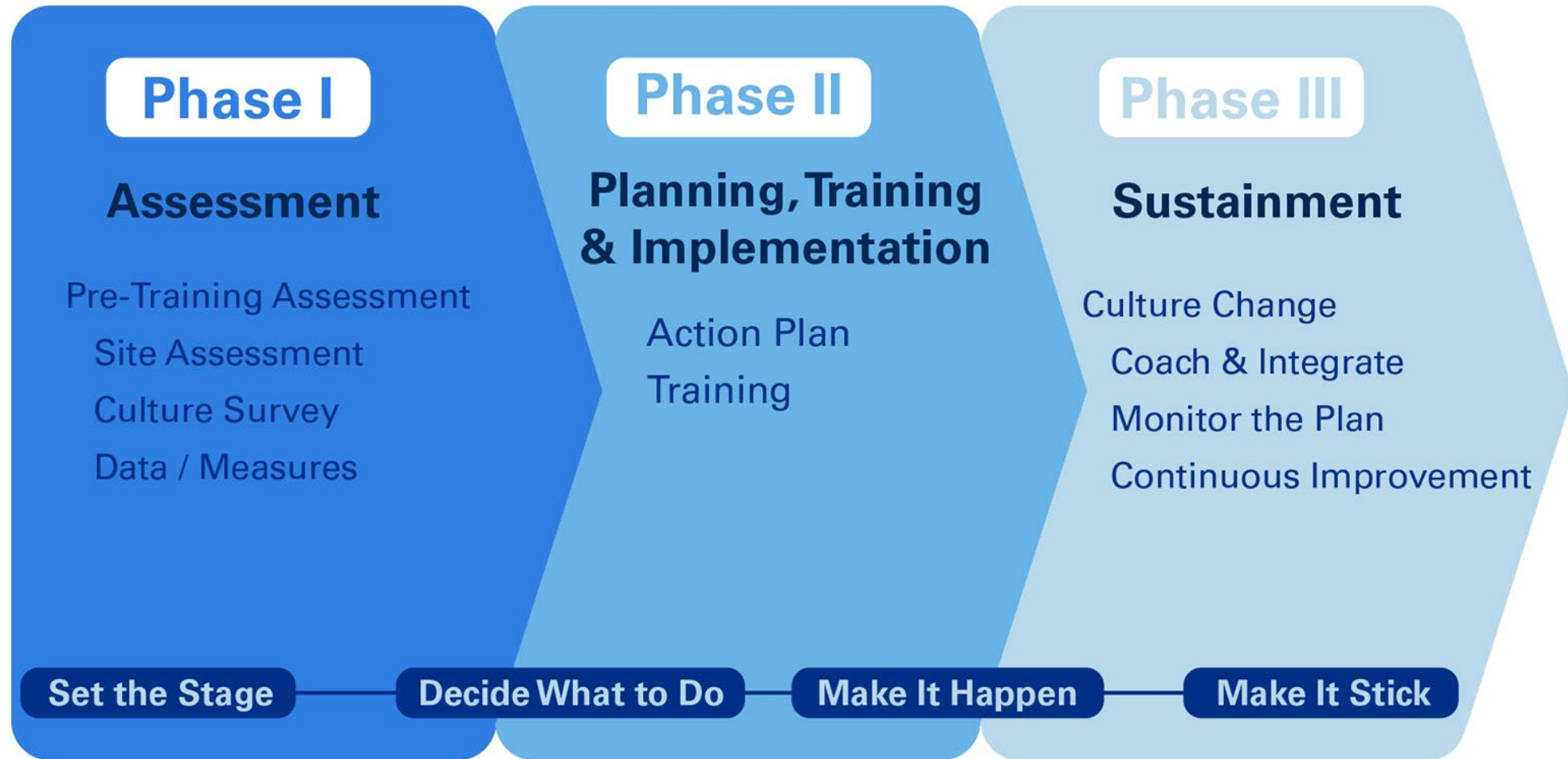
Objectives

Recognize the critical role of sustainment in achieving long-term success with TeamSTEPPS.

Explore practical strategies and proven tools to embed TeamSTEPPS into everyday workflows.

Discover methods to research and pursue grant funding opportunities that support ongoing sustainment efforts

TeamSTEPPS Phases





Change at Your Organization

Think about a training program or a culture change initiative that your organization has been through.

- What made it fly?
- What made it fail?



EXERCISE

Sustainment: Why it's critical to play the long game

- **Short-term changes:** 3-6 months to see early shifts in behavior and awareness
- **Meaningful shifts:** 18-24 months to see major shifts in psychological safety, teamwork norms, and leadership commitment
- **Deep, sustained transformation:** 3-5+ years to see true embedding of new norms and mindsets

Milestones of Culture Change

Current state to desired state is a *journey*

- Measurement is a non-negotiable
 - Lag metrics → the results after culture change takes hold
 - Employee engagement scores
 - Retention and performance metrics
 - Patient satisfaction scores
 - Financial performance
 - Lead metrics → best predictor of future success
 - Behavioral adoption rates
 - Leadership visibility scores
 - Number of near-miss reports

CULTURAL CHANGE MANAGEMENT



How do you quantify ROI on cultural change?

Yes – it's measurable! But...

- You've got to look beyond traditional financial metrics...
 - Productivity improvements
 - OR turnaround times
 - 1st case start times
 - Time to CT
 - Time from order to disposition
 - Patient satisfaction scores
 - Employee retention

Current state to desired state is a journey...

Milestones of Culture Change

Employee Engagement

- Two-way dialogue over one-way broadcasts
- Emotional framing matters
- Psychological Safety comes first
- Change agents and champions to bridge the gap between leadership vision and daily reality

EMPLOYEE ENGAGEMENT

CULTURAL CHANGE MANAGEMENT



Milestones of Culture Change

Leadership Alignment

- Culture change is *caught* more than taught - you must live the change you wish to see in your team
- Sustained and visible senior management support to clinical teams
- Design rewards and deliver on accountability
- Resource allocation speaks louder than words



CULTURAL CHANGE MANAGEMENT



Milestones of Culture Change

The most successful organizations don't view culture change as a project with a finish line, but as an ongoing organizational vision and commitment.



CULTURAL CHANGE MANAGEMENT



Sustainment Roadmap: Preparation, People, Processes



Preparing for Essentials

The People of a TeamSTEPPS Implementation

Strategies for Long-term Sustainment

1) Preparing for Essentials

Ground-level actions & high-level strategy

- Many paths from point A to point B!
- Pre-course checklist
- Facilitation strategies
- Available training resources
- Pulse check on current state, priority areas → enablers and blockers
- Implementation Roadmap!
 - Map out specific training plan
 - Map out plan for scale and spread
 - Actions, Owners, Timelines
- Grants and other funding streams

2) The People of a TeamSTEPPS Implementation

Key Roles and Responsibilities

- Executive leaders
- Directors, Managers, and Chairs
- Quality/Risk/Patient Safety
- Master Trainers
- TeamSTEPPS Champions



Consider an ongoing Project Manager role...

2) The People of a TeamSTEPPS Implementation

Change Teams Overview

- Organizational Change Team
- Local” → Departmental or Service Line Change Team
 - Training
 - Strategizing tool integration and metrics
 - Problem solving
 - Celebration
 - All things sustainment!

2) The People of a TeamSTEPPS Implementation

Local Change Teams



- Formed either...
 - Immediately after Master Trainer course if the local area will be responsible for training
 - Once 60% of local area is trained
- Alternatively...
 - Can integrate TeamSTEPPS roles into an existing committee or quality council
- Should be interdisciplinary in nature (at minimum, ad hoc membership)
- Should include frontline staff and TS champions

2) The People of a TeamSTEPPS Implementation

Local Change Team Responsibilities - Strategizing



- Create a strategic plan for hardwiring TeamSTEPPS tools into departmental workflows and processes.
- Attach a tool to a task!
 - Handoff with IPASS
 - SBAR for provider notification
 - What tool and task can you identify?

2) The People of a TeamSTEPPS Implementation

Local Change Team Responsibilities – Problem Solving

- Identify gaps and areas for improvement and implement TeamSTEPPS tools and strategies to address them
 - Review and adjust as needed
 - Showcase the “before and after” picture
 - Celebrate your success!



2) The People of a TeamSTEPPS Implementation

Local Change Team Responsibilities – Show me the data!



- Work with local leaders and the quality team to develop a data strategy for the department
 - Short-term goals and TeamSTEPPS “Quick Wins”
 - Long-term goals and TeamSTEPPS impact on departmental quality metrics
 - Consider process and outcome measures you’re already tracking

3) Strategies for Long-Term Sustainment

- Maintain momentum beyond initial rollout
- Build structures and habits that support long-term success



TeamSTEPPS cannot be a “one and done!”

3) Strategies for Long-Term Sustainment

Tool of the Month

- Develop a year-long rollout plan, focusing on reviewing one tool per month.
- Local change teams play a crucial role which may include:
 - Hold brief, “micro-trainings” on the monthly tool
 - Integrate tool practice and simulations into regular education sessions, meetings, briefings, etc.
 - Create visual aids like posters or additions to visual management boards
 - Consider how to apply the month’s tool to specific departmental workflows
- Collaborate with comms or quality teams to develop signage and incorporate into newsletters



3) Strategies for Long-Term Sustainment

Big Picture Drivers



- Integrate TeamSTEPPS tools and principles into existing simulation training
- Invest in TeamSTEPPS champions
- Plan to celebrate TeamSTEPPS success
- Explore grants and other funding streams for ongoing training and sustainment efforts

Keep a Finger on the Pulse of Engagement



- **<40% engagement**– revisit training and implementation. Some areas may need a fresh start.
- **40-60% engagement** – Continue to reinforce, fill in gaps, capitalize on wins and mitigate losses
- **>60% engagement** – You’ve reached critical mass, and real culture change is happening! Most resistors “slide in” or “slide off”

**100% engagement
won’t happen! Aim
for critical mass!**

AHA Grant Services

Presented by Dan Weiss, Sr. Program Manager,
Funded Partnerships

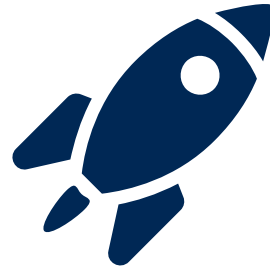


AHA Grant Services Overview



Member Feedback & Need

Driven by member voice and designed to overcome today's funding pressures.



2024 AHA Grant Services Launch

Strategic launch to of services designed to simplify the complex world of grants.



Grant Support for Members

Empowering hospitals and health systems with comprehensive, end-to-end grant expertise.

Customized Support for Grant Services



Opportunity Prospecting



Proposal Writing and Peer Review



Process Management



Strategic Planning

Partnering with AHA

- Join a national network of AHA members who benefit from expert support in grant strategy, targeted opportunity identification and sustainable program development.
- We partner with hospitals, health systems, state hospital associations and other health organizations to craft compelling proposals and plan for high-impact, grant-funded work.
- AHA's Grant Services team delivers end-to-end expertise — from funding searches to post-award support — backed by a strong track record securing awards from federal agencies, philanthropies and corporate foundations.



Want to know more about AHA Grant Services? We're here to help.



- Take a moment to explore our brand-new webpage, which offers details about the services we provide and answering FAQs: <https://www.aha.org/grant-services>
- Fill out the consultation inquiry form on the webpage to schedule a call with our team to discuss your funding needs and how Grant Services can support your strategic goals.
- Reach out to FundedPartnerships@aha.org with any questions.

Key Takeaways

A clear understanding of the three sustainment workshops and how they build readiness, engagement, and long-term culture change

Practical, actionable strategies to reinforce TeamSTEPPS tools across departments, learner groups, and daily operations.

The potential of grant services to take a TeamSTEPPS program from implementation into sustainment.

Final Reminders

- **Evaluation**

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

- **Continuing Education**

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Questions? Stay in Touch!

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